WAUKESHA COUNTY

Waukesha, Wisconsin

2016 County Executive Budget

PAUL FARROW
WAUKESHA COUNTY EXECUTIVE

Waukesha County Executive

Paul Farrow
(Term Expires April 2019)

Board of Supervisors
(Terms Expire April 2016)

Paul L. Decker .....Chairperson
James A. Heinrich ..... First Vice-Chairperson
David W. Swan.....Second Vice-Chairperson

James Batzko
Janel Brandtjen
Michael Crowley
Kathleen M. Cummings
Jennifer Grant
Keith Hammitt
Eric Highum
Christine M. Howard
Pauline T. Jaske
Robert L. Kolb
William A. Mitchell
Richard Morris
Larry Nelson
Duane E. Paulson
Carl Pettis
Thomas J. Schellinger
Jeremy Walz
Steve Whittow
Peter M. Wolff
Gilbert W.Yerke
William J. Zaborowski
David D. Zimmermann

Cover photos by:
William Stolte – Emergency Management Coordinator
Sherri Stigler – Training and Operations Manager, Waukesha County Communications
Melissa Vincze – Senior IT Systems Professional DOA

Artwork by: Fue Yang, Senior IT Systems Professional DOA

About the cover:
About the Cover: The Waukesha County Communications and Emergency Operations Center (WCC) was opened in 2004. WCC provides emergency dispatch services for 30 of the County's 37 municipalities and receives cellular 911 calls for the entire County. The 2016 Budget and 2016-17 Capital Plan provides for a 7,500 square foot expansion to accommodate equipment and staffing to dispatch all municipalities in the County when they choose to join. The capital project will also provide for expanded space for the Emergency Operations Center (EOC) to better manage countywide emergencies and facilitate training exercises.

The entire budget can be found at
http://www.waukeshacounty.gov/budget

Return to Table of Contents

Paul Farrow
County Executive

Waukesha
COUNTY
OFFICE OF THE COUNTY EXECUTIVE

September 22, 2015

Dear Honorable County Board Supervisors:

As you know, every year we begin the budget process in late spring. This year is my first budget. Working together with the budget team, department heads, members of the County Board, I created an Executive Budget with two key goals in mind, maintaining the outstanding services we provide to the citizens of Waukesha County and continue to hold the line on taxes. This process requires strategic thinking and making difficult decisions, but also provides the opportunity to examine new and innovative ways to save tax dollars. I am proud of the strategic decisions made throughout the budget, which if approved by the County Board, will continue our commitment to maintaining a low tax climate. In fact, a **County homeowner, with a median valued home estimated at about $251,000, will see no change from last year on the county portion of their property tax bill**.

I am look forward to continue building upon the strong relationship between the Executive and Legislative Branches in Waukesha County and appreciate your willingness to work with my administration on the passage of the 2016 Budget.

TAX IMPACT ON HOMEOWNERS
The proposed 2016 County general property tax levy totals $100.9 million, an increase of $455,900 or 0.45%. This increase in levy is against an equalized property tax base of $49.4 billion, which experienced a 2.4% increase. This increase includes a net new construction growth rate of 1.07% with new residential construction value over 20% higher than 2014. This results in a rate reduction of almost 2% or $0.04 to $2.04. The median home value in Waukesha County increased by almost 2% from $249,300 to $251,000 in 2015. The reduced rate applied to an increased home value results in no change from last year's bill of $512 for the county portion of the property tax bill.

COUNTY EXPENDITURES AND REVENUES
County Departments have worked diligently to be innovative, use technology to improve efficiency and seek collaborative efforts to control spending. Proposed expenditures in the budget total $285.4 million. The Budget contains $264.6 million in operating appropriations and the remaining $20.8 million is dedicated to our capital project budget for infrastructure investments. Operating expenditures increase $3.4 million or 1.3%. This budget maintains our low employee per capita ratio of 3.5 employees to 1,000 residents by controlling positions and limiting net personnel cost increases to 0.7%.

Return to Table of Contents

STABLE OPERATING BUDGET

The 2016 budget includes changes in key revenue sources.

- Investment income is decreased $200,000 to $3,408,000 reflecting continued historically low rates. Delinquent Taxes Penalty and Interest is also reduced by $55,000 as outstanding Delinquent Taxes declined during 2014. The prior budget reduced investment income $800,000 and delinquent tax revenue by $50,000.
- The real estate market has shown increased property sales with expected increases in real estate transfer fees of $60,000 to $1,428,500. This is offset by a reduction of $130,000 in document recording fees due to a continuing trend of reductions in home mortgage refinancing.
- State revenues include stable revenue sources overall, including Human Services basic community aids, youth aids and the Circuit Court support grant funding. These sources total $16.2 million and fund significant on-going services. General Transportation Aids ($4.6 million) recovered from prior year reductions.

SMART USE OF STATE FUNDS

A number of program areas will see increased service levels resulting from increases in State revenue. This includes:

- State funds for Economic Assistance include targeted funding increases for FoodShare's new job training requirements ($169,400) and additional funding of $43,900 for Child Care administration work. The FoodShare increase will fund 2.0 FTE Economic Support positions. This is offset with a reduction of $71,000 in Patient Protection Affordable Care Act and involves the sunset of 1 FTE Economic Support position as caseloads from first year implementation subside.
- Children and Family Services funding includes an increase of $95,000 for qualifying children to remain in foster care through age 21 and $90,000 for family post-unification services.
- Older Americans Act grant funding increases $46,000, along with State Specialized Transportation funding increase of $20,000. This funds supportive services for elderly to foster safe independent community living.
- An additional $770,000 in State revenues in the Comprehensive Community Services (CCS) program is due to a federal reimbursement change to cover 100% of costs. This funding provides psychosocial rehabilitative treatment in the community and in residential care facilities and will expand services to children.
- A new grant of $115,000 will fund a State contracted special prosecutor in the District Attorney's office to specialize in cases of violence against women and to train local law enforcement and prosecutors in best practices.
- CDBG grant funds will fund $150,000 of handicap accessible improvements at UW-Waukesha and County park facilities, including an accessible fishing pier at Fox Brook Park.
- Additional State funds of $151,000 will meet the State request for an increase in highway maintenance on State roads in their contract with the County.

ONGOING IMPLEMENTATION OF INITIATIVES

The 2016 budget includes expenditure and revenue adjustments regarding major initiatives begun in prior years. These include:

- Full year operations of the Waukesha County/City of Milwaukee Menomonee Valley single-stream recyclable facility. Increased expenditures include full year depreciation of equipment and increase in dividend payments for potential new municipal program participants offset by full year and increasing revenues as the program grows.
- Staff adjustments in the second year implementation of the medical examiner contracts with Walworth and Washington Counties include a new pathologist assistant for the third forensic pathologist added in 2015, offset with reductions in use of temporary assistant resources.
- Continued implementation of the on-site health and wellness center to include additional outreach to address individuals with more risk factors and avoid higher long term medical costs.
- The 2016 budget includes the first full year of savings from implementing contracted shelter care services with Lad Lake estimated at $130,000 on an annual basis.
- The County Clerk will implement a new election system for the 2016 spring elections. The system will address process improvements as well as automated system enhancements. All municipalities

Return to Table of Contents

have signed on to standardize equipment to further enhance ballot preparation efficiencies. The County Board office will share an existing position with the Clerk's office to enhance system support and provide back up resources.

- Health and Human services will implement a Core system that will include electronic case files and medical records across the Department. This implementation includes increased software maintenance fees and changes in support staff functions as paper records and forms continue to be converted in 2016. Long term operating savings are expected after full implementation.
- Additional technology impacts include implementation of electronic check processing equipment, in the Treasurer's Office and the transfer of hosted software applications to cloud based in the Land Records Office. The Health and Human Services Core system will also be cloud hosted.

New efforts to begin in 2016 include:

- The Federated Library System became a two county library system with the addition of Jefferson County as approved by the County Board in June, 2015. This results in increased State revenues of $258,000 that will fund a new 1.0 FTE librarian and services expanded to Jefferson County libraries. The merger begins with and is expected to continue to provide costs savings through economies of scale.
- A multi-year business growth initiative, based on specific strategic objectives, will begin implementation in 2016 with additional support of $55,000 for a new, independent economic development organization.
- The budget include $50,000 to fund an initial study of different levels of collaboration between independent municipal fire departments.

INVESTING IN INFRASTRUCTURE

The 2016 Capital budget, with total expenditures of $20.8 million, identifies projects that maintain existing infrastructure and facilities which support high quality services and provide for future economic development. Major 2016 Capital budget spending highlights are outlined in the following key areas: County Facilities, Transportation, Technology, and Parks projects.

County Facilities

In the 2016 Budget, building infrastructure improvements total about $5.3 million. Facility project improvements include about $700,000 at the UW-Waukesha campus for roofing upgrades. HVAC upgrades include $200,000 at the four highway substations and $2.4 million at the Law Enforcement Center to help reduce energy consumption through newer, high-efficiency equipment with direct digital controls. The future expansion of the Waukesha County Communications Center (WCC) begins with design, estimated at $203,000. The WCC expansion will allow for additional municipal police and fire agencies to join County dispatch and provide new, expanded space for handling large-scale emergency events.

The budget also includes $1.8 million in 2016 to demolish the former Health and Human Services (H&HS) Building, which would be added to the 2015 project that funded demolition of two other buildings to provide needed parking for Health and Human Services clients and staff.

Transportation

My proposed 2016 capital budget devotes more than $13.6 million to maintain Waukesha County's existing County Trunk Highway (CTH) infrastructure. Maintaining our roads is key to providing safe transportation for our constituents as well as offer business consistency in their transportation system fostering greater economic development. Maintenance of existing infrastructure continues with $4.2 million for road surface repaving and intersection signal and safety improvements. Bridge maintenance work includes funding of $400,000 for three area bridges along with federal funds of $1.8 million.

The Waukesha West Bypass begins construction in 2016 with additional funding in the budget of $2.1 million. This project will relieve the congestion on nearby roads that has resulted from the continued growth and development in the area.

Land acquisition begins with funding of $1.2 million to reconstruct CTH I to accommodate new medical services and retail development at the corner of Moorland Road and CTH I. In addition, $1.8 million is

Return to Table of Contents

budgeted to rehabilitate CTH NN, from State Highway 83 to CTH ES, in the Village of Mukwonago, and $2.1 million to rehabilitate CTH C (Genesee Street) from Mill Street to Oakwood Road in the City of Delafield.

The 2016 budget includes funding for two projects to increase capacity on CTH M (North Avenue), consisting of two phases: (1) 2.1 miles from East County Line (124th Street) north to CTH YY (Pilgrim Road) in the City of Brookfield and Village of Elm Grove; and (2) 1 mile from CTH YY north to Calhoun Road in the City of Brookfield. The 2016 budget includes $1 million in land acquisition for the first phase, and $524,000 in design work for both projects. Construction is planned for 2018-2019. Both projects are estimated to total $25.8 million, with federal aid covering $15.5 million, the City and Village contributing $300,000 for local street amenities, and the County's share at about $10 million over the life of the project.

Parks and Recycling

Projects in this functional area total $1.5 million. Maintenance of existing facilities includes $500,000 for the Parks pavement management plan, replacement of dasher boards at the Nagawaukee Ice Arena and $180,000 for energy-saving lighting upgrades at clubhouse facilities at Nagawaukee and Wanaki golf courses and the Retzer Nature Center. The lighting projects are expected to have a 5-year return-on-investment due to lower electrical utility costs. A separate project at Retzer Nature Center will remodel space to allow room for classroom and exhibit space for Waukesha County recycling education program. A new trail project begins with $230,000 to provide an underpass for the Lake Country Trail as it crosses State Highway 67 in Oconomowoc. Design work for a new restroom and shelter at Minooka Park will complete a multi-year effort to meet needs and expectation of park patrons throughout the park system.

Technology

County technology projects include $245,000 to maintain and upgrade, including the jail security system, County Board room technology and a study to plan for to upgrade the payroll system/Human Resources information system with new functionality to accommodate new Federal requirements, employee self-service and performance management.

PROJECT FUNDING AND DEBT MANAGEMENT

The County values strategic long range capital planning, budgeting and debt management policies and practices. Borrowed funds are budgeted at $12 million, an increase of $2 million from the 2015 budget. Although property tax levy support for the capital budget is reduced $100,000 to $1,747,000, the tax levy and the use of governmental fund balance of $2.1 million and other revenues of $700,000 maintain the County's "down payment" at 27% of net capital expenditures, well above the target of 20%.

The County's 2016 debt service payment is budgeted at $14.7 million, which is well within the County's key benchmark ratio of debt service expenditure budget to the total governmental operating expenditures of less than 10%. Maintaining debt service on borrowing at a lower level in the range of 6.5% to 7.5% assures the County will be able to maintain its infrastructure without diminishing funding needed for direct services for future generations.

ACKNOWLEDGEMENTS

This year, as in years past, we are able to ensure streamlined services and cost-savings to our taxpayers by being innovative and continuing to follow a strategic vision. I would like to thank the Waukesha County staff that helped prepare the 2016 County Executive's Budget and the County Board Supervisors that sat beside me in countless meetings in preparation of this budget. As you, the County Board, begin your budget review process, I ask that you support the presented budget that will continue our commitment as a low tax leader.

Sincerely,

Paul Farrow
County Executive

Return to Table of Contents

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Waukesha County, Wisconsin for its annual budget for the fiscal year beginning January 1, 2015.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Return to Table of Contents

THIS PAGE LEFT BLANK

Return to Table of Contents

TABLE OF CONTENTS

INTRODUCTION

2016 Budget Message-County Executive Paul Farrow 3
Award for Distinguished Budget Presentation 7
List of Graphs..... 12
List of Tables..... 13
Readers Guide..... 14
Quick Reference Guide..... 16
Waukesha County Community Profile 17
Waukesha County Departments By Functional Area Chart……..... 20
Waukesha County Departments Organizational Chart……..... 21

SUMMARY

2016 Tax Levy Summary – Impact on Homeowners 25
2016 Budget Assumptions 26
2016 Budget Summary 27
2016 Budget Summary by Functional Area by Agency by Fund..... 28
Tax Levy by Functional Area 30
2014-2016 Expenditures..... 32
2014-2016 Revenues..... 40
Decision Making Criteria New Positions
& Budgeted Positions Summary by Functional Area..... 45
Functional Area Summary by Fund Type 46
Appropriation Unit Summary by Fund Type 47

STRATEGIC PLANNING AND BUDGET PROCESS

Strategic Planning Overview..... 51
Waukesha County Planning Processes..... 54
Waukesha County Five Year Financial Forecast……..... 56
Financial Management Policies 57
Capital and Operating Budget Process 62
Financial Structure 65
Waukesha County Budgetary Funds 67
Fund Descriptions 68

FUNCTIONAL AREA - JUSTICE AND PUBLIC SAFETY

Justice and Public Safety Summary 71
Emergency Preparedness 79
District Attorney 95
Circuit Court Services 103
Medical Examiner 117
Sheriff 123

TABLE OF CONTENTS

FUNCTIONAL AREA - HEALTH AND HUMAN SERVICES

Health and Human Services Summary 139
Corporation Counsel Child Support General Fund 147
Department of Health & Human Services (H&HS) 153
Health & Human Services General Fund 158
- Administrative/Information Systems 159
- Intake Support Services 165
- Children and Family Division 171
- Family Services & Juvenile Services 178
- Clinical Services 186
- Criminal Justice Collaborating Council 195
- Public Health 200
- Veterans' Services General Fund 206
- Aging & Disability Resource Center (ADRC) 209

H&HS-Aging and Disability Resource Center Contract Fund 217

FUNCTIONAL AREA - PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Parks, Environment, Education and Land Use Summary 221
Register of Deeds 229
University of Wisconsin - Extension 237
Federated Library System 247
Parks and Land Use 259

FUNCTIONAL AREA - PUBLIC WORKS

Public Works Summary 315
Public Works 321

FUNCTIONAL AREA - GENERAL ADMINISTRATION

General Administration Summary 369
County Executive 375
County Board 381
County Clerk 389
County Treasurer 395
Department of Administration 403
Corporation Counsel 435

FUNCTIONAL AREA - NON-DEPARTMENTAL

Non-Departmental Summary 441
Non-Departmental – General Fund 447
Non-Departmental – Health and Dental Insurance Fund 450
Contingency Fund 457

TABLE OF CONTENTS

FUNCTIONAL AREA - DEBT SERVICE

Debt Service 459

FUNCTIONAL AREA - CAPITAL PROJECTS

Capital Projects 467
Capital Projects Plan 509

STATS./TRENDS

Trends 515
- Demographic Information
- Fiscal Trends
- Position Summaries
  - -Administration
  - -Circuit Court Services
  - -Corporation Counsel
  - -County Board
  - -County Clerk
  - -County Executive
  - -District Attorney
  - -Emergency Preparedness
  - -Federated Library
  - -Health & Human Services
  - -Medical Examiner
  - -Parks & Land Use
  - -Public Works
  - -Register of Deeds
  - -Sheriff
  - -Treasurer
  - -University of Wisconsin-Extension
- Glossary of Significant Terms
- Glossary of Acronyms
- Agency Summary Budget Index

Return to Table of Contents

LIST OF GRAPHS

Tax Levy by Functional Area 2016 compared to 2012 30
2012-2016 Budgeted Tax Levy by Functional Area 31
2016 Expenditures by Functional Area as a Percent of Total 33
2016 Revenues as a Percent of Total 41
Budgeted Total Revenues 2016 41
Intergovernmental Revenues 42
Charges for Services 43
Justice & Public Safety 2014-2016, Expenditures, Revenues & Tax Levy 73
Health & Human Services 2014-2016, Expenditures, Revenues & Tax Levy 141
Parks, Environment, Education and Land Use 2014-2016,
Expenditures, Revenues & Tax Levy 223
Public Works 2014-2016, Expenditures, Revenues & Tax Levy 317
General Administration 2014-2016, Expenditures, Revenues & Tax Levy 371
Non-Departmental 2014-2016, Expenditures, Revenues & Tax Levy 443
Debt Service Requirements, Payments 2015-2026 462
Projected Debt Service, Five-year Capital Projects Plan 465
Waukesha County Capital Projects Plan by Functional Area 2016-2020 510
County Tax Levy Dedicated to State Mandates 517
Equalized Property Value, Rate of Change 521
Equalized Property Value by Class of Property 522
Outstanding Debt Per Capita 527
Debt Service as a Percent of Operating Expenditures 528
Operating Revenues Per Capita 529
Operating Expenditures Per Capita 530
Employees Per 1,000 Population 531

Return to Table of Contents

LIST OF TABLES

2016 Tax Levy Summary-Impact on Homeowners 25
2016 Budget Summary 27
2016 County Tax Levy Breakdown 27
2016 Budget Summary by Functional Area by Agency by Fund 29
2015-2016 Tax Levy by Function 31
2014-2016 Expenditure Summary 32
2014-2016 Revenue Summary 40
Budgeted Positions 2014-2016, Summary by Functional Area 45
Functional Area Summary By Fund Type 46
Appropriation Unit Summary By Fund Type 47
Justice and Public Safety Summary by Agency 74
Justice and Public Safety Budgeted Positions 2014-2016 77
Health and Human Services Summary by Agency 142
Health and Human Services Budgeted Positions 2014-2016 145
Parks, Environment, Education and Land Use Summary by Agency 224
Parks, Environment, Education and Land Use Budgeted Positions 2014-2016 227
Parks & Land Use Three Year Maintenance Plan 269
Public Works Summary by Agency 318
Public Works Budgeted Positions 2014-2016 320
Public Works Building Improvement Plan 334
2016 Vehicle Replacement Plan 362
Five-Year Vehicle Replacement Plan 363
General Administration Summary by Agency 372
General Administration Budgeted Positions 2014-2016 374
Non-Departmental Summary by Agency 444
Debt Service Requirements 463
Current and Planned Debt Service Requirements 464
2016 Capital Budget Expenditure Plan 470
2016 Capital Project Listing 471
Five-Year Capital Projects Plan Summary 511
Five-Year Capital Project Listing 513
County Demographics Statistics Trends 518
Waukesha County Population 519
Waukesha County Equalized Property Value by Municipality 520
General County Purpose Property Tax Levy Data 523
Comparative County Property Rates for 2015 Adopted Budget 524
Comparative Property Tax Per Person for 2014 and 2015 Budgets 525
Personnel Costs as a Percent of Net Operating Budget 532
General County Tax Levy as a Percent of Net Expenditures 2012-2016 533
Operating and Capital Budget Summary with 8 Months Information 534
Budgeted Positions Summary By Department, Total FTEs 535
Budgeted Positions Summary, Regular Full-Time/Part-Time 536
Summary of Net Change in Funded Regular Full-Time/Part-Time 538

Return to Table of Contents

READER'S GUIDE

Introduction

The adopted budget document contains information about many aspects of Waukesha County Government. To make this budget book easier to use and read, this **Reader's Guide** and the **Quick Reference Guide** have been developed. In addition, the following resources are available to the reader for locating information: **Table of Contents, Listing of Graphs and Tables, Glossary** and **Index**. Finally, the **Transmittal Letter** and the **Budget Message** should assist the reader with understanding many of the key issues within the Waukesha County Budget.

Document Organization

The County's annual budget book is divided into the following sections: Introduction, Summary, Strategic Planning and Budget Policies, Operational (divided into functional areas), Debt Service, Capital Projects, and a Statistics and Trends section.

The **Introduction** includes County demographics, the County Executive's Budget message, Transmittal letter (in the Adopted Budget Book) and the Community Profile.

The **Summary** provides a synopsis of the Operating and Capital budgets; Tax Impact on the Homeowner; Budget Assumptions; Budget Summaries; annual County budget major expenditures, revenues, and tax levy highlights which affect the Budget; County Organization Chart; Criteria for New Positions; Summary of the Positions Budgeted; Fund Balance Projections; Fund Descriptions; and Functional Area and Appropriation Unit revenue and expenditure summaries.

The **Strategic Planning and Budget Policies** section includes the County's Strategic Planning Mission Statement; Vision Statement; Core Values; Strategic Outcomes; County Planning Process; Financial Management Policies; Capital and Operating Budget Process; Budget Amendment Process and Financial Structure of the County.

The **Operating, Debt Service, and Capital budgets** are presented within the functional areas with a summary section included at the beginning of each area. Functional areas include:

Justice and Public Safety	-	Court system, correctional operations, and public safety.
Health & Human Services	-	Services to improve quality of life and self-sufficiency.
Parks, Envir, Educ & Land Use	-	Recreational, educational, environmental, and land use activities.
Public Works	-	Road planning, design and maintenance, county-wide fleet maintenance, airport, transit, and facilities maintenance.
General Administration	-	County governmental functions and administrative support.
Non-Departmental	-	County-wide items not within direct control of a specific department, and the Contingency Fund.
Debt Service	-	Principal and interest payments on long-term general obligation debt.
Capital Projects	-	Major acquisition and construction of infrastructure or technology improvements with long-term financing requirements.

Each department is introduced by a page that details the functional/program structure of that department. The Fund Summary page includes the Fund Type, which is indicated using a seal in the upper right corner of the first page of each fund. Fund Types are defined in the Glossary of Significant Terms and explained in the Fund Description pages of the Summary section and Fund Structure section of the Strategic Planning and Budget Policies section. The seals can be identified below:

General Fund

Special Revenue Fund

Internal Service Fund

Enterprise Fund

Each Fund Name is indicated in the upper left hand corner of the Fund Summary page.

READER'S GUIDE

Department Budget Sections

Department operating budgets are intended to highlight the budget and policy issues of each department presented in the following format:

Department Statement of Purpose/Summary - This section includes the department's statement of purpose, summary of the department's revenues, tax levy, and expenditures. The department's revenues, expenditures, and tax levy are required by fund for the prior year actual, for the current year adopted budget, the current year's estimated budget, and for the ensuing year budget request. This section includes the absolute dollar and percentage change by appropriation unit, from the current year adopted budget to the ensuing year budget request. Also included, is a budgeted position summary of all full-time and part-time budgeted positions for a department, and the use of overtime and temporary extra help, which are stated in full-time equivalents (FTEs) based on 2080 hours per year.

Multi-fund departments will also complete a summary page summarizing information for all funds. For each separate fund, a **Fund Purpose** statement is displayed.

County-Wide Key Strategic Outcomes are indicated - This section identifies key strategic outcomes linked to the Strategic Plan, with objectives (goals) anticipated to be accomplished in the ensuing budget year. The department objectives are categorized by the County's seven Strategic Plan Outcomes: 1. A safe county, 2. An economically vibrant county, 3. An environmentally responsible county, 4. A well-planned county, 5. A county that assists at-risk citizens, 6. A county that provides customers with quality programs and services, and 7. Cost-effective services delivered with competence and skill.

Departmental objectives (goals) - are to be in line and linked with the County-Wide Strategic Outcomes. They should be measurable and identify a **key outcome indicator (KOI)**, which explains how to measure success and what is being measured to provide evidence of results in achieving each objective.

Performance Measures - are metrics that measure progress towards achieving the stated objective (goal) over a period of time.

Current and Proposed Capital Projects - This section provides a listing of open and planned capital projects that impact the department's operation. It includes project number, name, expected completion year, total project cost, and estimated percent completed at year-end. The estimated operating impact is also identified with a cross reference to the project summary information.

Budgeted Positions Summary - This section summarizes personnel information (detailed listings of funded positions that are included in the Statistics and Trend section). This section also includes changes in the number of positions for the adopted budget to ensuing year requests with an explanation of the changes.

Appropriation Units - One or more expenditure accounts grouped by purpose for budgetary control, including:

1. **Personnel Costs** - Costs of all salary and non-salary compensation incurred in accordance with county policy. This includes wages, longevity, temporary extra help, and overtime compensation paid to county employees. This also includes compensation for sick leave, holiday, vacation, education leaves, and uniform allowances. Major employee benefits include the Wisconsin Retirement System pension, Social Security contributions, and health, dental, life, and long-term disability insurance.

2. **Operating Expenses** - Costs of all utilities, materials, supplies, travel, training, and contract services and other expenses necessary for the operation of a department. This also includes costs of all services purchased from outside vendors.

3. **Interdepartmental Charges** - Costs of all labor, materials, supplies, or services purchased by one county department from another county department (mainly provided by Internal Service funds).

4. **Fixed Assets/Improvements** - Costs of all equipment items (more than $5,000) purchased by departments. This category includes capital outlay, small office equipment items, large automotive equipment items, and major grounds and building maintenance projects. However, it excludes capital projects as defined by the county code.

Programs - In this section, a program is defined as a major activity or expenditure area that a department budgets and accounts for in its operations. This section identifies prior year actual, current year adopted budget, current year estimate, ensuing year budget request, and the change in budgeted dollars from current to ensuing year by program. Program budget highlights include major expenditure and revenue changes, along with budget year program changes, initiatives and key department budget issues specific to the ensuing budget year, new positions, and significant position changes.

The **Statistics/Trends** section includes general County trend data such as population and equalized value; five- to ten-year data trends of expenditures, revenues, and debt service, and comparative property tax rates.

The **Subject Index** provides page number references for listed subjects.

QUICK REFERENCE GUIDE

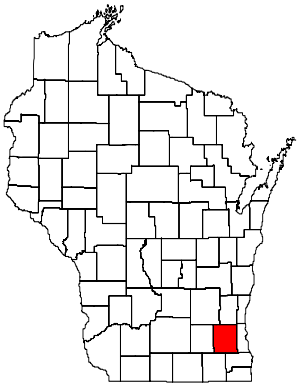
(See page 605-606 for the Subject Index)

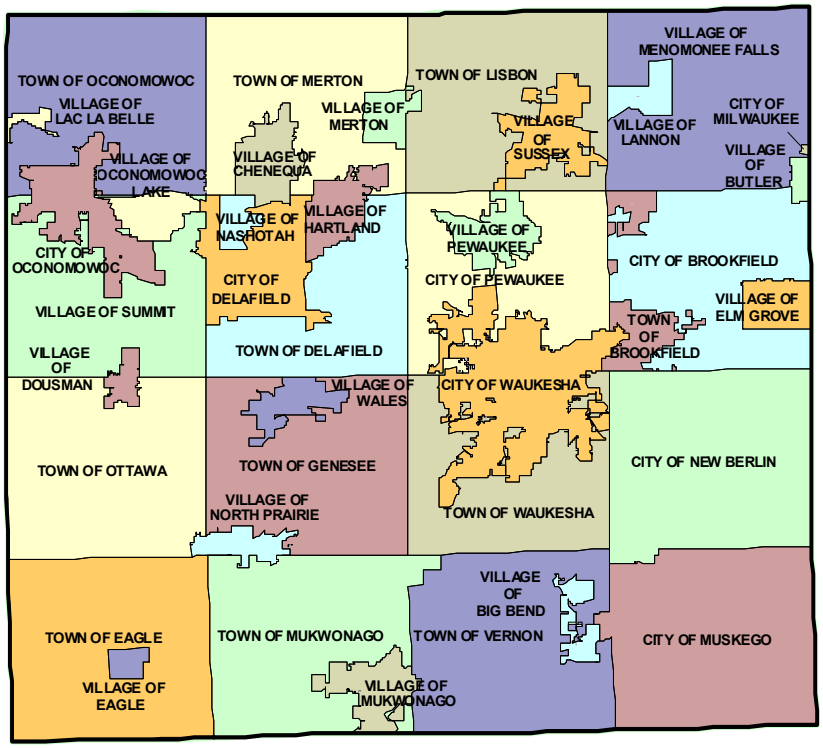
The following should assist the reader with answering some of the more commonly asked questions about the Waukesha County budget.

To answer these questions:	Refer to:	Page
How will the tax levy affect me as a homeowner?	Tax Levy Impact on Homeowner	25
How can the reader easily locate key information?	Reader's Guide	14
	Agency/Subject Budget Index	605
What is the County's Mission?	Strategic Planning Overview	51
What are the major policy issues in the budget?	Budget Message	3
What is the budget development process?	Capital & Operating Budget Process	62
How is the County's tax levy used?	Tax Levy By Functional Area	30
What are the County's major expenditures?	Expenditure Summary	32
What are the County's major revenue sources?	Revenue Summary	40
What are the County's financial management policies/budget philosophies?	Financial Management Policies	57
How is the County organized?	County Organizational Chart	20-21
How many staff does the County employ?	Budgeted Positions	45
	Summary/Detail	535-594
Where is general demographic information about the County?	County Community Profile	17
What is the population of the County?	Waukesha County Population	519
What is the total County equalized property value?	Equalized Property Value	521-522
What is the County's equalized property value for each municipality?	County Equalized Property Value by Municipality	520
What funds are included in the County budget?	Fund Descriptions	68
How does the County plan for future decisions?	Waukesha County Planning Processes	54
Where does the County rank in terms of property tax rates compared to other Wisconsin counties?	Comparative County Property Rates	525

Return to Table of Contents

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE





COUNTY POPULATION*	
As of 1/1/2015	393,927
2010 Census	389,891
*Wisconsin DOA (2014), U.S. Census Bureau (2010)	

EQUALIZED PROPERTY VALUES	
Including TID	$50,187,624,500
Excluding TID	$49,440,690,500

BRIEF WAUKESHA COUNTY HISTORY

In April of 1846 Waukesha County was formed with sixteen townships. Supervisors representing each of the sixteen towns were elected to organize a county board, elect officers and to provide for and build necessary county buildings.

In 1965, the Wisconsin State Supreme Court ruled that county boards must equitably represent the population, and the Waukesha County Board switched to supervisory districts that represented an equal number of citizens, rather than the units system used previously.

In April of 1990, a new form of county government was established. The first county executive was elected by the voters of Waukesha County to be responsible for the administrative functions of county government. The county board reorganized to better reflect this new form of governing. The county executive also proposes the County Budget and has the ability to veto actions of the county board, and to appoint members to advisory boards and commissions. Effective April 2008, the County Board reduced their membership from 35 to 25, but maintained the seven standing committees. Beginning in April 2016, the County Board Chairperson will no longer be compensated as a full-time position.

WAUKESHA COUNTY TODAY

Waukesha County is located in southeastern Wisconsin, directly west of Milwaukee County and 100 miles northwest of Chicago. Waukesha County is part of the Milwaukee Standard Metropolitan Statistical Area (SMSA) and is the third most populous county in the State. The County has the highest median household income, the second highest per capita income and the third highest equalized property tax base in the State. The County covers 576 square miles and consists of 8 cities, 19 villages and 11 towns. The County Board is represented by 25 County Board Supervisors.

Return to Table of Contents

WAUKESHA COUNTY, WISCONSIN ● COMMUNITY PROFILE

ECONOMIC DEMOGRAPHICS

LARGEST EMPLOYERS	
EMPLOYER	EMPLOYEES
Kohl's Department Stores	5,122
Pro Health Care	4,560
Quad Graphics Inc.	3,828
General Electric Healthcare	3,554
Roundy's	2,857
Froedtert	2,828
School District of Waukesha	1,799
Wal-Mart Corporation	1,583
Target Corporation	1,423
Aurora Health Care	1,369
Waukesha County	1,363*
Elmbrook School District	1,220
Elmbrook Memorial Hospital	1,202
AT&T	1,192

* Full-time equivalent employees.

Source: Waukesha County Februrary, 2015 employer inquiry updates.

PRINCIPAL TAXPAYERS		
TAXPAYER	2014 EQUALIZED VALUE	2013 RANK
Brookfield Square*	$205,248,700	1
Pro Health Care	$141,422,540	6
Aurora	$136,309,100	2
Individual	$121,675,100	3
Kohl's Dept. Stores	$114,783,350	4
Wal-Mart	$108,804,900	5
Target Corporation	$105,568,900	7
Pabst Farms	$99,332,800	9
Wimmer Brothers	$37,088,600	10
Belinski Brothers	$88,647,400	8
Total	$1,158,881,390	

*Incl CBL & Associates Properties, Inc, Sears, Boston Store and JC Penney

Source: Waukesha County Tax System

See Waukesha County Comprehensive Annual Financial Report for more detailed information

EMPLOYMENT BY INDUSTRY	
INDUSTRY	2014 NAICS (1)
Retail Trade, Transportation, Utilities	47,190
Manufacturing	43,665
Education and Health	38,678
Professional and Business Services	34,121
Leisure and Hospitality	19,779
Financial Activities	14,837
Construction	13,566
Other Services (2)	8,563
Public Administration	6,119
Information	4,714
Total	231,232

(1) North American Industry Classification System

Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information

(2) Includes Natural Resources.

CONSTRUCTION & BUILDING PERMITS		
	Residential	
Year	Number	Value in 000's
2014	710	$245,830
2013	671	$230,391
2012	566	$192,414
2011	448	$140,906
2010	445	$151,984

Source: U.S. Department of Commerce

INCOME, JOBS, AND UNEMPLOYMENT		
PER CAPITA INCOME, 2013 (1)		
Waukesha County		$59,379
State of Wisconsin		$43,244
United States		$44,765
JOBS, 2013 (2)		229,257
UNEMPLOYMENT RATE, 2013 (2)		5.6%

(1) Bureau of Economic Analysis - US Department of Commerce

(2) Wisconsin Department of Workforce Development

EQUALIZED PROPERTY VALUE BY CLASS * ($000's)					
Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other
2012	$37,329,217	$1,076,627	$9,525,264	$1,335,918	$285,537
2013	$35,670,846	$1,055,120	$9,389,591	$1,346,196	$278,012
2014	$35,263,595	$1,105,906	$9,202,897	$1,367,263	$277,706
2015	$36,654,772	$1,159,551	$9,509,067	$1,395,080	$276,547
2016	$37,729,840	$1,103,400	$9,641,547	$1,433,208	$279,629
% of Total	75.2%	2.2%	19.2%	2.9%	0.6%

See STATS/TRENDS Section for more detailed information

* Includes Tax Incremental District Value

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

DEMOGRAPHICS

ELEMENTARY AND SECONDARY EDUCATION

School Districts
Arrowhead Union High; Elmbrook; Hamilton; Hartland Lakeside; Kettle Moraine; Lake Country; Menomonee Falls; Merton Community; Mukwonago Area; Muskego-Norway; New Berlin; Norris; North Lake; Oconomowoc Area; Pewaukee; Richmond; Stone Bank; Swallow; Waukesha

2013/2014 Average High School Graduation Rate*
Waukesha County: 93%
Wisconsin: 90%

2013/2014 Average ACT Scores*
Waukesha County: 23.1
Wisconsin: 22.2
United States: 21.0

SCHOOL ENROLLMENT*

2014-2015 Academic Year
Public: 62,285
Private: 11,734
Home schooling: 1,185**

*Source: Wisconsin Department of Public Instruction
**May exclude enrollment counts from districts that have few home-schooled students, due to privacy law.

POST-SECONDARY EDUCATION

Colleges and Universities
Carroll University, City of Waukesha
Ottawa University-Milwaukee, City of Brookfield
University of Wisconsin-Waukesha, City of Waukesha
University of Phoenix, City of Brookfield

Technical and Vocational Schools
Waukesha County Technical College,
Village of Pewaukee campus
Village of Menomonee Falls campus
City of Waukesha campus

TRANSPORTATION

Roads
392 miles Waukesha County roads
236 miles State Highway roads (In County)

Public Transit
Waukesha Metro Transit Contract Administrator
Wisconsin Coach Lines
Milwaukee County Transit System (MCTS)

Commuter-oriented bus services along major corridors – Para Transit Services
Specialized transportation (Ride line) service provided by the Waukesha County, Department of Aging and Disability Resource Center

UTILITIES

Electric Power
WE Energies
City of Oconomowoc Electric & Gas

Telephone
Ameritech, Inc.
CenturyTel

Natural Gas
WE Energies
Wisconsin Gas Company

Solid Waste
Private Collection and Hauling Services
General use landfills within the County
Community recycling programs

The County oversees a privately operated Material Recycling Facility in partnership with the City of Milwaukee, with 25 Waukesha County municipalities participating.

Water
14 publicly owned water utilities
Numerous small-private water utilities
Water drawn from groundwater aquifers

Sanitary Sewerage
19 sanitary sewerage systems served by 7 public wastewater treatment plants

EMERGENCY SERVICES*

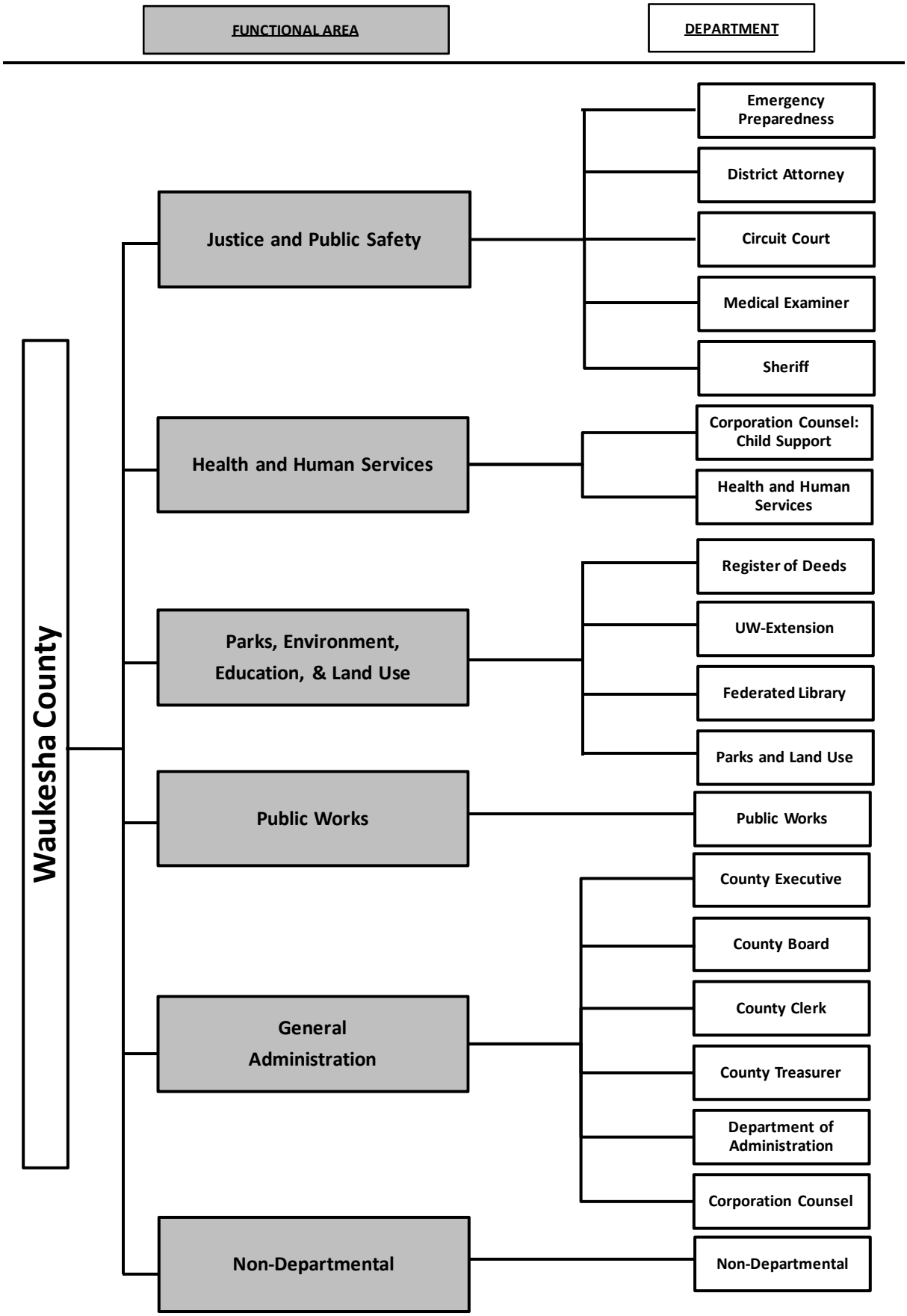
26 Police Agencies
Waukesha County Sheriff's Department
30 Fire Departments/Districts
Waukesha County Communications Center consolidates police, fire, and emergency dispatch operations for 31 of the County's public safety agencies

*Source: State of Wisconsin, Department of Justice

*For additional statistics, refer to the Stats./Trends section of the budget document.

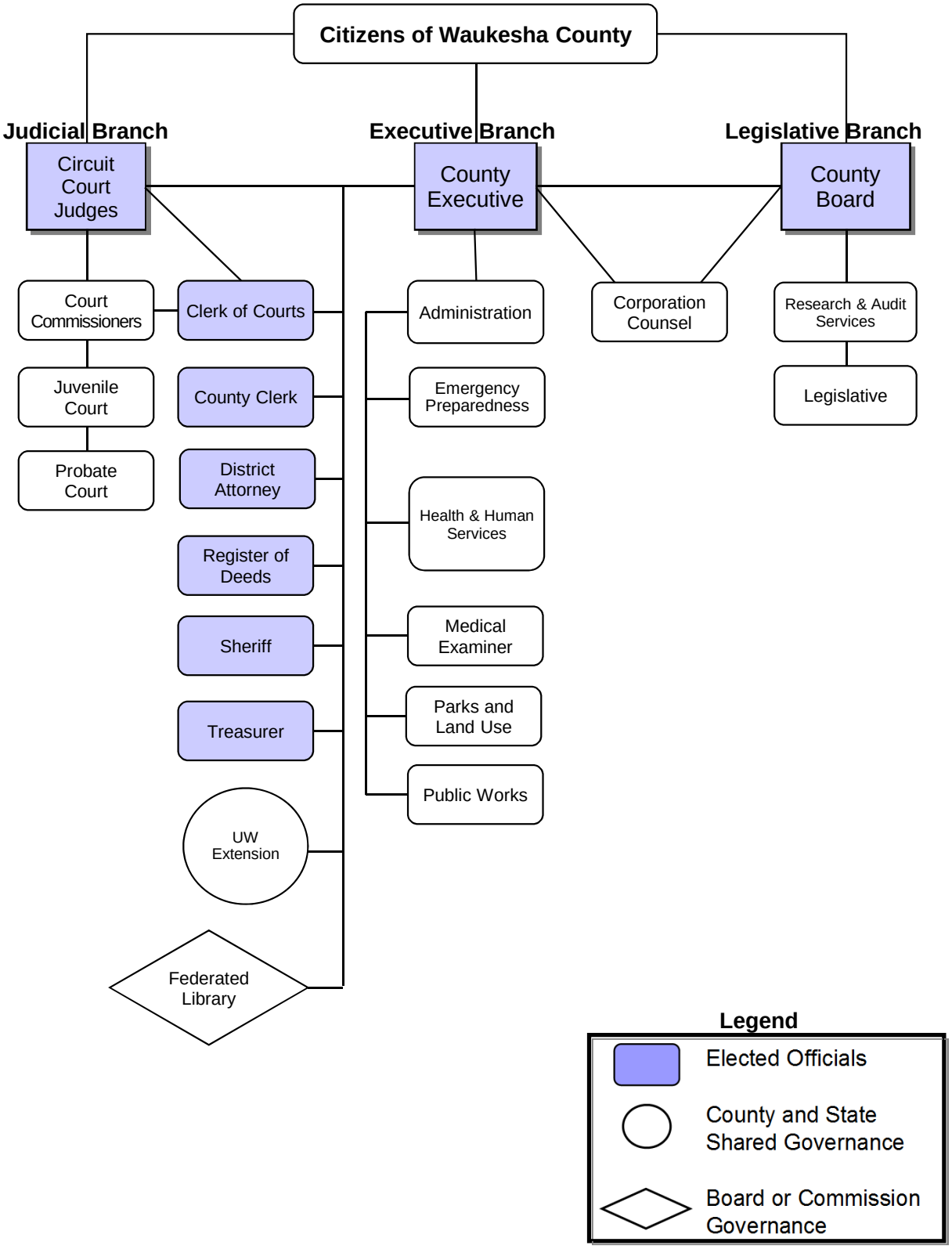
Return to Table of Contents

WAUKESHA COUNTY DEPARTMENTS BY FUNCTIONAL AREA CHART



Return to Table of Contents

Waukesha County Organizational Chart



THIS PAGE LEFT BLANK

Summary

Return to Table of Contents

TABLE OF CONTENTS
WAUKESHA COUNTY
BUDGET SUMMARY

2016 Tax Levy Summary – Impact on Homeowner 25

2016 Budget Assumptions 26

2016 Budget Summary 27

2016 Budget Summary by Functional Area by Agency by Fund 28

Tax Levy
- Comparison Charts by Functional Area 30
- Tax Levy Table by Function 31

Expenditures
- 2014-2016 Expenditures Summary Table 32
- 2016 Expenditure Highlights 33
- Pie Chart Expenditures as a Percent of Total by Function 33

Revenues
- 2014-2016 Revenue Summary Table 40
- 2016 Revenue Highlights 41
- Pie Chart Revenues as a Percent of Total by Source 41

Decision Making Criteria New Positions
- & Budgeted Position Summary by Functional Area 45

Functional Area Summary by Fund Type 46

Appropriation Unit Summary by Fund Type 47

2016 TAX LEVY SUMMARY

Impact on Homeowners

The Waukesha County Tax Levy is comprised of two segments. The general County Tax Levy of $100,948,152, which is levied at a rate of $2.04 (down from $2.08) per $1,000 of equalized value on all eligible property in the County. The Federated Library System Levy of $3,464,119, which is levied at a rate of $0.283 (down from $0.286) per $1,000 of taxable properties in communities without a library.

Due to the varied assessment ratios of equalized values determined by the State Department of Revenue and property value changes (inflation/deflation), the tax bill impact on a specific property will vary. Waukesha County's median home value for 2015 adjusted from the 2000 census (the last time the long form was used to collect this information), is $251,000. This is up $4,700 from the 2014 value reflecting the County-wide average residential inflation rate of 1.9%. This results in no change in the County Tax Levy on the median home value as indicated below.

General County Tax Levy

2014 Median Home Value	2014 County Tax	Residential Inflation	2015 Median Home Value	2015 County Tax	Change Amount	Change Percent
$246,300	**$512**	**1.90%**	**$251,000**	**$512**	**$0**	**0.0%**

Homeowner County Taxes over 10 years

Increase of $1.20 (less than 1/4%) per Year

Budget Year	Median Home Value	Rate / $1,000	Tax
2007	**$273,200**	**$1.83**	**$500**
2016	**$251,000**	**$2.04**	**$512**

Net 10-Year $ Increase: $12 **10-Year Average: 0.24%**

2016 BUDGET ASSUMPTIONS

Certain broad assumptions are determined in April through June 2016 to establish a basic foundation for building the County's budget, as the first year in the five-year budget projections. These general assumptions provide a framework to County staff, the County Executive, and the County Board of Supervisors for setting priorities, determining service levels, and allocating limited financial resources. Some adjustments have been made from updated information available during the summer months (June-August).

The following general assumptions are used in guiding the County's 2016 Budget development:

- Overall inflation factor estimates assumed for calculating the cost to continue to provide existing County services are projected to be moderate around 2% in 2016. Some major exceptions include cost rate increases for prescription drugs and medical services.

- The 2015-2017 state budget did not include significant revenue changes in major state revenue funding areas, however there are specific areas of impact.

  – The Human Services basic community aids, youth aids and the court support grant remained stable. General Transportation Aids recovered from prior year reductions.

  – State funding for Economic Assistance included targeted increases for FoodShare new job training requirements and additional Child Care administration work. Targeted increases are also included for additional foster care through age 21 and family post unification services. The state recycling grant included a decrease in the State budget.

- In addition, significant revenue issues, linked to a slower economic recovery also impact the 2016 budget. Impacts include the following:

  – Investment Income budget is estimated to be reduced by $200,000 to $3,408,000 reflecting continued low rates of return on invested funds. Higher interest rates are expected beginning in 2016, but are not expected to impact investment income until the 2017 budget as bond portfolios turnover. Also, the 2016 budget for estimated Delinquent Taxes Penalty and Interest (P&I) is reduced by $55,000 to $2,823,000 as Delinquent Taxes outstanding continued to decline during 2014.

  – The real estate market has shown increased property sales with expected increases in real estate transfer fees of $60,000 to $1,428,500. This is offset by a reduction of $130,000 in document recording fees due to reductions in home mortgage refinancing.

- Net Personnel cost appropriations are expected to be held below 2% and are being controlled with the help of lower health insurance costs based on increased participation in lower-cost health savings account plans and other modifications. Increased retirements and entry level replacements are also a factor.

- Average fuel costs for vehicles are budgeted to remain at $3.80 per gallon, the first time no increase in several year's budgets. Consumption is estimated to increase slightly from the 2015 level resulting in higher fuel costs budgeted countywide by an estimated $21,000.

- Net utility costs are estimated to increase from the 2016 adopted base budget levels by $44,000 or 2%, for anticipated increases in natural gas costs in 2014. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).

- After reductions in tax levy for debt service in the last two budgets due to favorable debt refinancing over several years, the debt service tax levy increases by almost $160,000. The increase will accommodate larger bond issues anticipated by the five year capital plan which includes a significant courthouse project. To help provide funding for the Operating budget in 2016, Capital project tax levy is estimated to be reduced by $103,000.

2016 BUDGET SUMMARY

	2015 Adopted Budget	2016 Budget	Incr/(Decr) From 2015 Adopted Budget $	%
OPERATING BUDGETS				
Gross Expenditures	$261,237,732	$264,613,401	$3,375,669	1.29%
MEMO: Less Interdept. Charges (a)	$37,627,250	$37,930,939	$303,689	0.81%
MEMO: Net Expenditures (a)	$223,610,482	$226,682,462	$3,071,980	1.37%
Less: Revenues (Excl. Retained Earnings)	$148,791,057	$151,251,508	$2,460,451	1.65%
Less Net Appropriated Fund Balance	$10,380,063	$10,696,622	$316,559	
TAX LEVY - OPERATING BUDGETS	$102,066,612	$102,665,271	$598,659	0.59%
CAPITAL PROJECTS BUDGET				
Expenditures	$16,141,400	$20,782,800	$4,641,400	28.8%
Less: Revenues	$11,767,500	$16,328,000	$4,560,500	38.8%
Less: Appropriated Fund Balance	$2,523,900	$2,707,800	$183,900	
TAX LEVY-CAPITAL PROJECTS BUDGET	$1,850,000	$1,747,000	($103,000)	-5.6%
COUNTY TOTALS				
Expenditures (a)	$277,379,132	$285,396,201	$8,017,069	2.9%
Less: Revenues	$160,558,557	$167,579,508	$7,020,951	4.4%
Less: Appropriated Fund Balance	$12,903,963	$13,404,422	$500,459	
County General Tax Levy (Excl Library)(c)	**$100,492,252**	**$100,948,152**	**$455,900**	**0.45%**
Federated Library Tax Levy (b)	$3,424,360	$3,464,119	$39,759	1.2%
Total County Tax Levy (c)	**$103,916,612**	**$104,412,271**	**$495,659**	**0.48%**

(a) **2016 operating budget net expenditures are $226,682,462 and total County net expenditures are $247,465,262 after eliminating interdepartmental chargeback transactions** (mostly from internal service fund operations and cross charges, e.g. Sheriff Bailiff and Conveyance services), included in gross expenditures to conform with GAAP, but in effect results in double budgeting.

(b) Special County Federated Library tax applied to those communities without a library.

(c) The Tax Levy (for 2016 Budget purposes) increase is within Wisconsin's Act 55 Tax Levy limit provisions (see Planning and Budget Policy Section).

2016 Budget Tax Levy Breakdown

(General County and Federated Library)

	2015 Adopted Budget	2016 Budget	Incr/(Decr) From 2015 Adopted Budget $	%
General County Tax Levy	$100,492,252	$100,948,152	$455,900	0.45%
General County Tax Rate	$2.0813	$2.0418	($0.0395)	-1.90%
General County Equalized Value	$48,283,418,200	$49,440,690,500	$1,157,272,300	2.40%
Federated Library Tax Levy	$3,424,360	$3,464,119	$39,759	1.16%
Federated Library Tax Rate	$0.2863	$0.2830	($0.0033)	-1.15%
Federated Library Equalized Value	$11,960,623,400	$12,239,774,800	$279,151,400	2.33%

Return to Table of Contents

2016 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2016 EXECUTIVE PROPOSED BUDGET EXPEND.	REVENUES	FUND BAL ADJUST.	TAX LEVY	Tax Levy $ Change '15 - '16
JUSTICE AND PUBLIC SAFETY					
EMERGENCY PREPAREDNESS					
General	$6,198,863	$409,650	$349,841	$5,439,372	$57,489
Radio Services	$1,811,697 (a)	$2,092,590	($280,893)	$0	$0
Radio Svcs. Rtnd. Earn.	$0	($280,893)	$280,893	$0	$0
Radio Svcs. Fund Bal. Appr.	$0	($751,723)	$751,723	$0	$0
DISTRICT ATTORNEY	$2,512,876	$679,539	$0	$1,833,337	$26,000
CIRCUIT COURT SERVICES	$9,262,381	$3,702,200	$20,000	$5,540,181	($34,300)
MEDICAL EXAMINER	$2,202,659	$1,247,049	$0	$955,610	($24,700)
SHERIFF	$39,016,226	$10,987,935	$256,469	$27,771,822	$195,000
Subtotal: Justice & Public Safety	$61,004,702	$18,086,347	$1,378,033	$41,540,322	$219,489
HEALTH AND HUMAN SERVICES					
CORPORATION COUNSEL					
Child Support (General Fund)	$2,473,725	$2,131,542	$0	$342,183	$6,721
HEALTH & HUMAN SERVICES					
Human Services (General Fund)	$69,853,499	$44,340,380	$95,141	$25,417,978	$37,000
Aging and Disability Resource Center Contract (ADRC) Fund	$3,166,363	$3,166,363	$0	$0	$0
Subtotal: Health and Human Services	$75,493,587	$49,638,285	$95,141	$25,760,161	$43,721
PARKS, ENVIR, EDUC. & LAND USE					
REGISTER OF DEEDS	$1,337,809	$3,052,110	$275,000	($1,989,301)	($33,000)
UW-EXTENSION: EDUCATION	$579,929	$216,466	$13,700	$349,763	$0
FEDERATED LIBRARY					
County	$3,464,119	$0	$0	$3,464,119	$39,759
State Aids	$1,647,682	$1,547,682	$100,000	$0	$0
CAFÉ Shared Automation	$357,639	$418,719	($61,080)	$0	$0
CAFÉ Rtnd. Fund Balance	$0	($61,080)	$61,080	$0	$0
PARKS & LAND USE					
General	$11,802,265	$4,503,255	$70,000	$7,229,010	($57,000)
Community Development	$2,949,112	$2,949,112	$0	$0	$0
Land Information Systems	$770,066	$770,066	$0	$0	$0
Tarmann Parkland Acquisitions	$1,000,000	$200,000	$800,000	$0	$0
Golf Courses	$3,178,577 (a)	$3,233,100	($54,523)	$0	$0
Golf Course Rtnd. Earnings	$0	($54,523)	$54,523	$0	$0
Golf Course Fund Bal. Appr.	$0	$0	$0	$0	$0
Ice Arenas	$1,180,525 (a)	$1,082,700	$97,825	$0	$0
Ice Arenas Rtnd. Earnings	$0	$97,825	($97,825)	$0	$0
Ice Arenas Fund Bal. Appr.	$0	$0	$0	$0	$0
Material Recycling Facility	$4,507,866 (a)	$4,545,000	($37,134)	$0	$0
MRF Retained Earnings	$0	($37,134)	$37,134	$0	$0
MRF Fund Bal. Appr.	$0	($1,342,500)	$1,342,500	$0	$0
Subtotal: Parks, Env., Ed. & Land Use	$32,775,589	$21,120,798	$2,601,200	$9,053,591	($50,241)

(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax levy, or balance appropriations and are included, as applicable, in each agency budget request.

Return to Table of Contents

2016 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2016 EXECUTIVE PROPOSED BUDGET EXPEND.		REVENUES	FUND BAL ADJUST.	TAX LEVY	Tax Levy $ Change '15 - '16
PUBLIC WORKS						
DEPARTMENT OF PUBLIC WORKS						
General	$8,682,178		$438,383	$130,000	$8,113,795	$145,358
Transportation	$15,022,600		$12,034,530	$88,000	$2,900,070	($125,358)
Central Fleet Maintenance	$4,090,150	(a)	$4,091,729	($1,579)	$0	$0
Central Fleet Rtnd. Earnings	$0		($1,579)	$1,579	$0	$0
Central Fleet Fund Bal. Appr.	$0		($111,083)	$111,083	$0	$0
Vehicle/Equipment Replacement	$3,170,208	(a)	$3,171,437	($1,229)	$0	$0
Veh. Replace Rtnd. Earnings	$0		($1,229)	$1,229	$0	$0
Veh. Replace Fund Bal. Appr.	$0		$0	$0	$0	$0
Airport	$1,179,441	(a)	$826,049	$200,829	$152,563	($10,000)
Subtotal: Public Works	$32,144,577		$20,448,237	$529,912	$11,166,428	$10,000
GENERAL ADMINISTRATION						
COUNTY EXECUTIVE						
General	$583,365		$12,000	$0	$571,365	$10,400
COUNTY BOARD	$1,114,052		$0	$0	$1,114,052	($62,713)
COUNTY CLERK	$676,241		$235,470	$85,287	$355,484	$43,124
TREASURER	$687,896		$6,401,746	$0	($5,713,850)	$270,000
ADMINISTRATION						
General	$6,447,002	(b)	$1,723,048	$28,000	$4,695,954	($54,900)
Risk Management	$2,761,728	(a)	$2,698,300	$63,428	$0	$0
Collections	$900,312	(a)	$900,312	$30,000	($30,000)	$30,000
Collections Fund Bal. Appr.	$0		($86,154)	$86,154	$0	$0
End User Technology	$7,434,889	(a)(b)(c)	$7,493,243	($58,354)	$0	$0
End User Technology Rtnd. Earn.	$0		($58,354)	$58,354	$0	$0
End User Tech. Fund Bal. Appr.	$0		($846,750)	$846,750	$0	$0
CORPORATION COUNSEL						
General	$1,480,744		$484,680	$0	$996,064	($4,721)
Subtotal: General Administration	$22,086,229		$18,957,541	$1,139,619	$1,989,069	$231,190
NON DEPARTMENTAL						
GENERAL	$1,906,600		$1,476,300	$384,100	$46,200	($15,000)
HEALTH & DENTAL INSURANCE	$23,348,500	(a)	$21,524,000	$1,824,500	$0	$0
CONTINGENCY	$1,200,000		$0	$1,200,000	$0	$0
Subtotal: Non-Departmental	$26,455,100		$23,000,300	$3,408,600	$46,200	($15,000)
DEBT SERVICE--GENERAL	$14,653,617		$0	$1,544,117	$13,109,500	$159,500
Subtotal: Operating Budget	$264,613,401		$151,251,508	$10,696,622	$102,665,271	$598,659
CAPITAL PROJECTS	$20,782,800		$16,328,000	$2,707,800	$1,747,000	($103,000)
GRAND TOTAL	$285,396,201		$167,579,508	$13,404,422	$104,412,271	$495,659

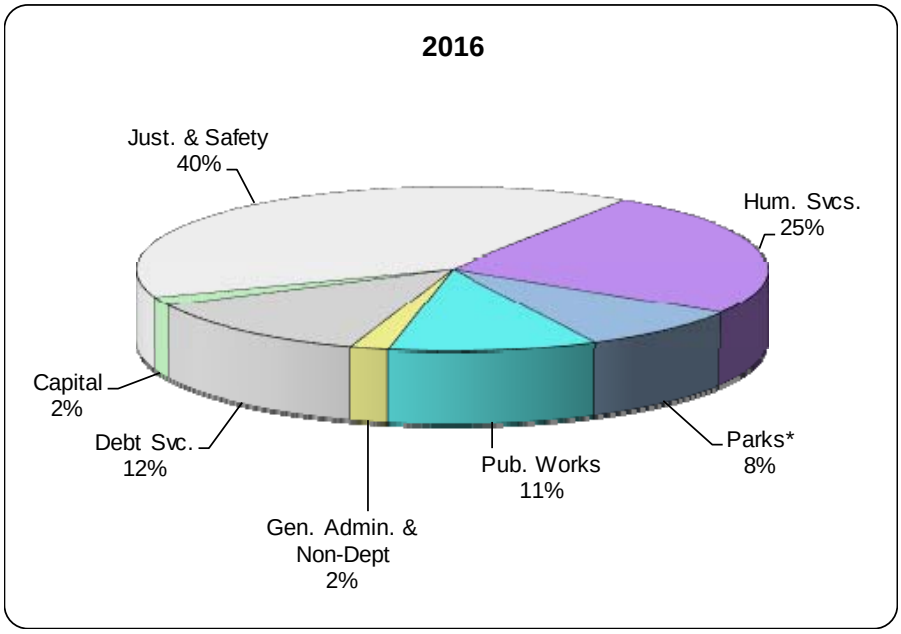
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax levy, or balance appropriations and are included, as applicable, in each agency budget request.

(b) For the 2016 Budget, the Information Technology Solutions program (levy funded) is shifted from the Department of Administration (DOA) – End User Technology Internal Service Fund to the DOA – General Fund. History has been restated for comparability purposes.

(c) For the 2016 Budget, the Department of Administration (DOA) - Communications Fund is shifted into the DOA - End User Technology Fund and is now reflected as a program within the fund. History has been restated for comparability purposes.

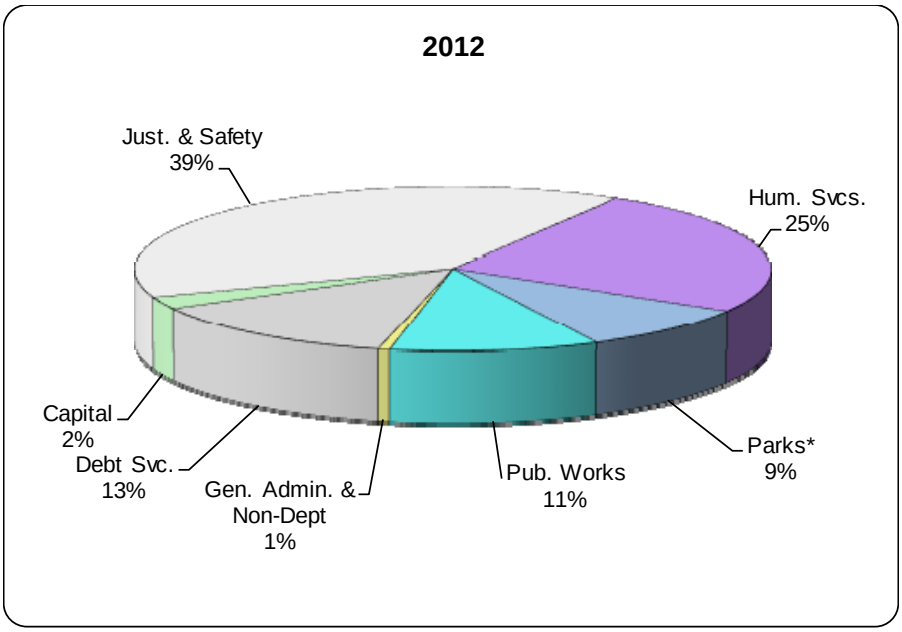
Return to Table of Contents

TAX LEVY BY FUNCTIONAL AREA



Tax Levy Trends:

- Justice & Safety: The 1% Tax Levy increase in this functional area is mainly due to jail support costs in the Sheriff's Department, Emergency Preparedness – Communication Center Expansion (including dispatching for the City of New Berlin) and no increase in State grant funds to Circuit Court Services in the past decade.
- Parks: The 1% Tax Levy decrease in this functional area is related to the department adjusting to tighter county tax levy targets and the need to maximize alternative funding sources.
- General Administration: The Tax Levy increase of 1% is related to an increase in county tax levy assigned to the Treasurer's budget to offset an anticipated decrease in investment income revenues.
- Debt Service: The Tax Levy decrease of 1% in Debt Service is related to lower borrowing costs in recent years during bond issues and through the refinancing of existing debt to more favorable rates.



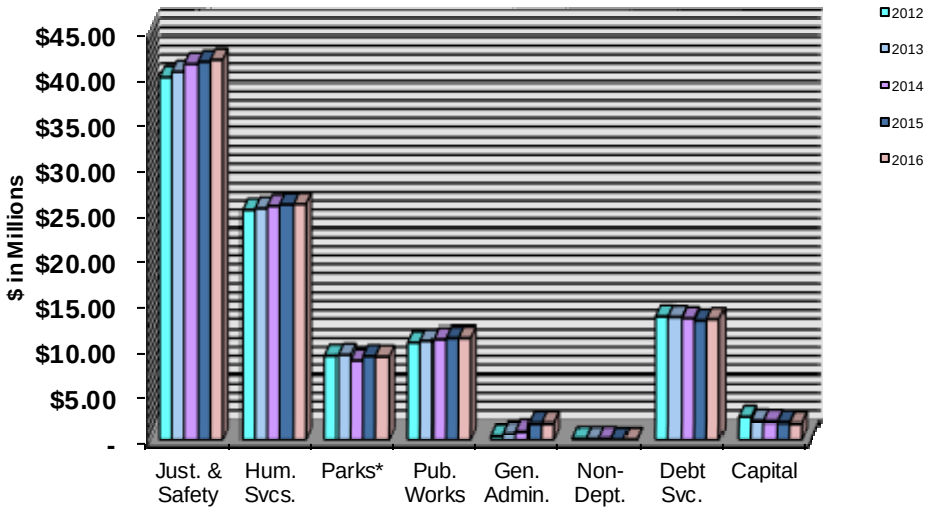
* Includes Parks, Environment, Education, and Land Use

Return to Table of Contents

2015-2016 TAX LEVY BY FUNCTION
(COMBINES ALL FUNDS)

BY FUNCTION	2015 Adopted Budget		2016 Budget	Incr/(Decr) From 2015 Adopted Budget $	%
Justice & Public Safety	$41,320,833		$41,540,322	$219,489	0.5%
Health & Human Services	$25,716,440		$25,760,161	$43,721	0.2%
Parks, Env., Educ. & Land Use	$9,103,832		$9,053,591	$(50,241)	-0.6%
Public Works	$11,156,428		$11,166,428	$10,000	0.1%
General Administration	$1,757,879		$1,989,069	$231,190	13.2%
Non-Departmental	$61,200		$46,200	$(15,000)	-24.5%
Debt Service	$12,950,000		$13,109,500	$159,500	1.2%
Capital Projects	$1,850,000		$1,747,000	$(103,000)	-5.6%
Total Tax Levy	**$103,916,612**		**$104,412,271**	**$495,659**	**0.5%**

2012-2016 Budgeted Tax Levy by Functional Area



The chart above shows the majority of recent tax levy growth trend to be primarily within the Justice and Public Safety and Health and Human Service Functional areas.

* Includes Parks, Environment, Education and Land Use

Return to Table of Contents

2014 - 2016 EXPENDITURE SUMMARY

APPROPRIATION UNIT	2014 Actual	2015 Adopted Budget	2015 Estimate (a)	2016 Budget	Incr/(Decr) From 2015 Adpt. Budget
Personnel Costs	$115,906,014	$118,911,343	$117,658,527	$119,791,099	$879,756
Operating Expenses	$93,789,069	$105,789,707	$101,632,389	$107,809,467	$2,019,760
Interdepartmental Charges	$19,644,927	$20,352,615	$20,009,214	$20,508,568	$155,953
Fixed Assets & Imprvmnts (a)(b)	$1,761,470	$1,564,750	$1,630,329	$1,850,650	$285,900
Debt Service-Excl Proprietary (b)	$14,117,312	$14,619,317	$14,435,806	$14,653,617	$34,300
Capital Projects	$20,353,546	$16,141,400	$19,302,945	$20,782,800	$4,641,400
Total Expenditures	**$265,572,338**	**$277,379,132**	**$274,669,210**	**$285,396,201**	**$8,017,069**

FUNCTIONAL AREA	2014 Actual	2015 Adopted Budget	2015 Estimate (a)	2016 Budget	Incr/(Decr) From 2015 Adpt. Budget
Justice & Public Safety (a)	$59,893,334	$60,302,142	$60,376,894	$61,004,702	$702,560
Health & Human Services	$69,753,738	$74,290,321	$73,391,328	$75,493,587	$1,203,266
Parks, Env., Educ. & Land Use	$28,253,517	$32,295,829	$30,867,457	$32,775,589	$479,760
Public Works	$30,936,994	$31,878,744	$31,305,116	$32,144,577	$265,833
General Administration	$20,560,343	$21,812,379	$21,426,512	$22,086,229	$273,850
Non-Departmental	$21,703,554	$26,039,000	$23,563,152	$26,455,100	$416,100
Debt Service-Excl Proprietary (b)	$14,117,312	$14,619,317	$14,435,806	$14,653,617	$34,300
Capital Projects (a)	$20,353,546	$16,141,400	$19,302,945	$20,782,800	$4,641,400
Total Expenditures	**$265,572,338**	**$277,379,132**	**$274,669,210**	**$285,396,201**	**$8,017,069**

(a) Estimated expenditures exceed budget due to prior year appropriations carried forward and expended in current year and/or other budget modifications approved by County Board through an ordinance or fund transfer.

(b) Proprietary Fund (Internal Service and Enterprise funds) expenditure appropriations exclude fixed asset and Debt Service principal payments to conform with generally accepted accounting standards. Fixed Asset purchases and Debt Service principal payments will be funded through operating revenues, Tax Levy, or Fund Balance appropriations and are included, as applicable, in each agency budget request.

Return to Table of Contents

2016 EXPENDITURE HIGHLIGHTS

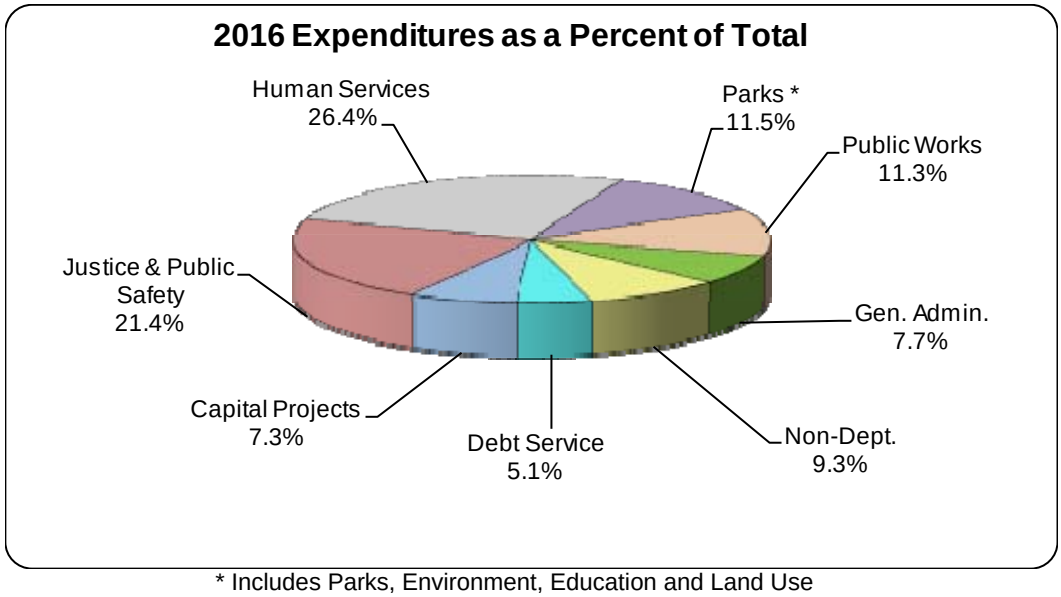
Expenditure Budget:

The 2016 total gross expenditure budget is $285,396,200, an increase of $8,017,100 or 2.9% from the 2015 Adopted Budget. 2016 Budget appropriations consist of departmental operating budget and debt service expenditures totaling $264,613,400 and capital project spending of $20,782,800. The total Operating Budget increases by $3,375,700 or 1.3% from the 2015 Adopted Operating Budget while capital project expenditures increase by $4,641,400 or 28.8% from the 2015 Adopted Budget.

The net total operating expenditure budget after excluding $37,930,900 of interdepartmental charges, mainly from Internal Service Funds (which are double budgeted) is $226,682,500, an increase of $3,072,000 or 1.4%.

The budget includes net personnel costs totaling $119.8 million or about 42% of the total expenditure budget. Personnel costs are budgeted to increase by about $879,800, or 0.7% from the 2015 Adopted Budget level.

Operating expenditures (including purchased services, operating expenses and interdepartmental charges) increase by about $2.18 million or 1.7% from $126.1 million in the 2015 budget to $128.3 million in this budget. Fixed Assets and improvement (excluding capital projects) expenditures are budgeted at $1.85 million, an increase of $285,900 from the 2016 budget. Debt service payments are budgeted at $14.65 million which is an increase of $34,300 from the 2015 budget level or about 5.1% of governmental fund expenditures (and well within the County's performance measure benchmark of less than 10%).



* Includes Parks, Environment, Education and Land Use

Functional Area	Expenditure Budget	% of Total Expenditure Budget
Justice & Public Safety	$61,004,702	21.4%
Human Services	$75,493,587	26.4%
Parks *	$32,775,589	11.5%
Public Works	$32,144,577	11.3%
Gen. Admin.	$22,086,229	7.7%
Non-Dept.	$26,455,100	9.3%
Debt Service	$14,653,617	5.1%
Capital Projects	$20,782,800	7.3%
Total Expenditures	$285,396,201	100.0%

* Includes Parks, Environment, Education and Land Use

Return to Table of Contents

2016 EXPENDITURE HIGHLIGHTS

A brief summary of the major changes in the past five adopted budgets are explained below:

The 2016 expenditure level increases by $8.02 million to $285.4 million. This reflects a $4.64 million increase in capital project expenditures, mostly due to the addition of $2.38 million for the replacement of HVAC equipment at the Law Enforcement Center and additional expenditures for highway projects. Operating expenses increase $2.02 million or 1.9% and reflect modest increases across most functional areas. Personnel costs also increase by $879,800, or 0.7% and reflect costs to continue, partially offset by a $426,100 net reduction for budgeted position changes.

The 2015 Budget expenditure level decreases by $4.69 million to $277.4 million. This reflects an $11.85 million reduction in capital project expenditures, mostly due to the removal of $9.6 million related to the upgrade of the upgrade of the County's public safety radio technology from an analog to a digital signal and the replacement of corresponding radio console equipment at the County's Dispatch Center. This reduction is offset by a $4.8 million increase in operating expenses, mostly related to a $1.7 million increase for the Material Recovery Facility (MRF) budget for the implementation of the joint agreement with the City of Milwaukee. Personnel cost increases of $1.7 million, or 1.5% reflect costs to continue (partially offset by a $308,400 net reduction for budgeted position changes).

The 2014 Budget expenditure level increases by $8.3 million to $282.1 million. This reflects a $6.65 million increase in operating expenses largely related to a $3.25 million increase to reflect the State of Wisconsin's opinion that payments the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) makes to service providers must be included in the HHS budget and a $1.4 million increase to the Health and Dental Insurance Fund budget in Non-Departmental, mainly due to the first time budgeting for a shared on-site medical/wellness center. Personnel costs also increase by $1.5 million, with cost to continue increases being partially offset with approximately $459,500 in savings from Sheriff's Department staff (deputies, detectives, and command staff) contributing to the Wisconsin Retirement System.

The 2013 Budget expenditure level decreases by about $10.8 million to $273.8 million. This decrease reflects a $12 million decrease in capital projects budget spending and includes a $1.4 million decrease in operating expenses. These decreases are partially offset by an increase of $1.7 million in net personnel cost appropriations.

The 2012 Budget expenditure level increased by $16.5 million to $284.6 million. This increase reflects a nearly $20 million increase in capital projects budget spending partly offset by lower operating budget expenditures including a $1.9 million decrease in net personnel costs and a net $2.3 million decrease in operating expenditures appropriations. A major operating expenditure change mainly related to an Act 32 (State's 2011-13 Biennial Budget) provision, which shifts responsibility for administration of the Health & Human Services (HHS) Children Long Term Support (CLTS) program to a third-party administrator and no longer part of the County budget. The County will no longer make payments to CLTS service provider agencies thus decreasing budgeted expenditures by nearly $3.5 million. Also, State budget funding reductions of over $2.75 million require further efforts to reduce County spending appropriations. Federal Community Development funding reductions also resulted in expenditures reductions by nearly $1.0 million.

Future Projections and trends:

External factors will continue to play a key role in significantly impacting future trends and projections including how Federal and State budget deficits may likely impact local funding policies and services carried out by local governments, changing the way government services are provided. Also, continued volatility of fuel, energy and commodity prices and increasing medical and health insurance costs are likely to have future budget impacts. In addition, internal factors include high costs of Jail inmates, Emergency Preparedness emergency 9-1-1 dispatch communications, and future debt service payments as a result of infrastructure projects including the Courthouse renovation and funding of major highway infrastructure projects.

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2016 funding changes, which impact expenditures by functional area, follows:

2016 EXPENDITURE HIGHLIGHTS

Justice and Public Safety:

- The 2016 **expenditure budget** for this functional area totals $61,004,700, an increase of $702,600 or 1.2% from the 2015 Adopted Budget.

- **Sheriff** expenditures increase $450,200 or 1.2% on a base of nearly $39 million. Overall net personnel costs of $30.6 million are budgeted to increase by $105,100 or 0.3%. Personnel costs were held to modest increases mostly due to cost to continue existing staff being offset with: staff turnover, a reduction in insurance costs due to turnover and changes in benefit selection, and $79,200 in cost savings associated with an unfunded deputy sheriff position.

- **Inmate medical** costs are budgeted to increase by $140,600 or 8.4% to a total cost of $1.81 million. While the base medical care contract was held to a 2.5% increase, an additional $103,000 in medical coverage was added to address the needs of the inmate population. **Inmate food** services costs decrease $4,500 overall to $631,000 and reflect a reduction to the assumed number of meals (due to a reduced inmate population), partially offset by a slight increase in the cost per meal.

- The **Sheriff's** budget includes interdepartmental **vehicle costs** of $1.69 million for vehicle replacement, maintenance and fuel. These costs are increasing by approximately $33,600, mostly due to an overall increase in maintenance costs.

- Also included in the **Sheriff's** budget is $130,000 in expenditures for the first-year of an equipment replacement plan for non-corrections items (a similar plan already exists for the Jail and Huber facilities). This plan is funded with $65,000 of prior year seized funds revenues (reserved General Fund balance) and $65,000 of General Fund balance.

- Expenditures in the **District Attorney's** budget increase $115,000 to recognize the receipt of a Violence Against Women Act STOP grant in the Prosecution Division, which will fund a State contracted special prosecutor dedicated to cases of violence against women.

- **Emergency Preparedness** General Fund 2016 Budget total expenditures are increased by $111,500, including personnel cost increases of $147,600 to reflect cost to continue at the Communications Center. Expenditure increases are partially offset by reduced operating costs to reflect the removal of $50,000 in one-time funding for a required update to the Pre-disaster Hazard Mitigation Plan. The budget also includes fixed asset costs of $165,000, mostly for one-time costs associated with a planned upgrade to the CAD system.

- **Radio Services** expenditures increase $12,800 for cost to continue existing employees and a contractual increase in Radio System maintenance charges.

- The **Medical Examiner's Office** budget increases expenditures $74,100 for the creation of 1.0 FTE Deputy Medical Examiner (Pathology Assistant) position. Expenditures for extra help, overtime, and third party extra help (in the operating appropriation unit), were reduced to offset the costs of the position.

- **Circuit Court Services** expenditures increase $17,100 or about 0.2% to $9.3 million. Personnel costs are held nearly flat, mostly due to cost to continue existing personnel, partially offset by the unfunding of 1.75 FTE positions (resulting in savings of $120,900). Two administrative specialist positions were unfunded by 0.5 FTE, making each position part-time beginning in 2016. Also, 0.75 FTE of a social worker position was unfunded in response to the decrease in custody and visitation studies. The department has budgeted $20,000 in contracted services to meet unanticipated volume increases or service needs. Department-wide operating are held to an increase of $12,400, or 0.8% overall, as efforts to incorporate Lean practices and lower case filing volume have contributed to lower operating costs in areas like medical services, court appointed counsel, and jury expenses.

2016 EXPENDITURE HIGHLIGHTS

Health and Human Services

- The 2016 **expenditure budget** for this functional area totals $75,493,600, an increase of $1,203,300 or 1.6% from the 2015 Budget.

- Health and Human Services will implement a new **Core system** (Netsmart) that will include electronic case files and medical records across the department. This implementation will include increased software maintenance fees, licenses and additional equipment costs by $312,400.

- **Economic Services Administration and Support Program** expenditures include the addition of two Economic Support Specialist positions utilizing the additional IM Allocation funds from the state for Food Share Employment and Training (FSET) for able-bodied adults without dependents (ABAWD). In addition, a 1.0 FTE Economic Support Specialist position in the PPACA program is reduced or sunset and is replaced by a 1.0 FTE Extra Help in the PPACA program as the funding is being decreased.

- Expenditures (and pass through revenues) for **Children with Long Term Support Needs (CLTS) – Third Party Administrator (TPA)** increase by $573,900 related to the additional funding from the State of Wisconsin to serve additional children with long term support needs.

- **Juvenile Center** budget includes the full year impact of the transition of Shelter Care services to Lad Lake. This transition includes the reduction of 6.49 FTE (half-year) and reductions in food, medical service and other costs at the Juvenile Center, reflecting fewer youths housed at the facility. The facility continues to hold male secure youth. The new contract with Lad Lake is budgeted for a full-year at nearly $814,000 (as opposed to only a half year for 2015). The Juvenile Center budget also includes an increase of about $13,000 for additional short-term, temporary female secure detention costs (up to approximately $30,000 in total funded with Fund Balance).

- **Aging & Disability Resource Center (ADRC) General Fund – Community Services** program expenditures (and revenues) increase $432,000. $319,000 of the increase mostly reflects the reallocation of 2.66 FTE ADRC administration staff to the ADRC – General fund from the ADRC - Contract Fund. Personnel costs increase nearly $324,000. Also, food service costs for Home Delivered and Senior dining meals expenditures increases $70,300.

- **Mental Health Outpatient-Clinical** expenditures decrease nearly $144,700 or 1.8%, mainly due to a budgeted reduction in State mental health institute costs of $184,000 to $1.38 million as the department attempts to implement alternative forms of treatment for clients. In addition, pharmaceutical costs decrease $62,900 due to more clients presenting with health insurance. This decrease is partially offset by an increase in Personnel Costs of $98,300, and includes 2.00 FTE new Clinical Therapists as a result of the reclassification of 2.00 FTE Senior Substance Abuse Counselors. These position classifications may claim a higher Medicaid reimbursement rate, and perform cross-program treatments for clients seeking treatment for mental health and substance abuse problems.

- **Mental Health Center (MHC)** expenses increase $361,300 mainly due to the incremental shifting of several positions from the outpatient program areas to more appropriately account for the services being performed at the Mental Health Center. In addition, prescription medications are increased $47,800 due to the increased use of long-acting formulations and newly released treatments. Building maintenance charges decrease $67,900 related to less need for building repairs and maintenance projects than the previous year.

- **Criminal Justice Collaborating Council (CJCC)** expenditures decrease about $63,800, reflecting the end of the federally funded drug court grant in June 2015 of $65,700 and a decrease of about $28,900 related to one-time funds used to maintain the capacity of the drug court program for the 3rd quarter of 2015. Drug court programming will continue in 2016 with $142,900 in funds from the state Treatment Alternatives and Diversion (TAD) grant. The TAD grant provides case management, drug testing, and medication-assisted treatment to participants enrolled in the drug court program. CJCC applied for a federal enhancement grant to increase the budgeted client capacity of the drug court program from 40 to 50 clients. If awarded, the 2-year grant would be effective from October 2015 – September 2017.

2016 EXPENDITURE HIGHLIGHTS

Parks, Environment, Education, and Land Use

- The 2016 **expenditure budget** for this functional area totals $32,775,600, an increase of nearly $479,800 (after excluding proprietary fund capitalized fixed asset item purchases), or 1.5% from the 2015 Adopted Budget.

- The **Federated Library System State Aids Fund** budget will implement a two-county library system with Jefferson County. State Aid-funded expenditures (and offsetting revenues) increase $258,108 due to increased costs related to courier delivery services as well as the addition of a 1.00 FTE Librarian responsible for the central cataloging of library books and materials. In addition, as a result of increased efficiencies and greater use of technology, the department is reducing a full-time Administrative Specialist to a part-time (0.50 FTE) position.

- **Parks and Land Use – Material Recovery Facility (MRF) Fund** budget will undergo another year of transition in 2016, as it reflects a full year of operations to process single-stream recyclable materials in the newly remodeled joint-facility located in the City of Milwaukee's Menomonee Valley. Expenditures are budgeted to increase $171K to $4.5 million, largely due to an increase of $110,500 in depreciation due to 2016 being the first full year of depreciation on the county's share of equipment at the facility, as well as a $77,500 increase in repair and maintenance costs related to scheduled maintenance and repair of items at the joint facility. Community dividend payments are budgeted to increase approximately $43K to $1.84 million, largely due to the potential addition of three new municipalities that may join the Waukesha County Recycling Program.

- The **Register of Deeds** (ROD) budget includes a reduction in personnel costs of $80,100, mostly related to the unfunding of 1.00 FTE Administrative Assistant as a result of departmental efficiencies and the cross-training of staff to handle multiple program areas.

- **Parks and Land Use General Fund** Personnel budget increases $73,500 or less than 1% and includes a 0.75 regular FTE reduction related to the unfunding of a vacant 1.00 FTE Administrative Assistant offset with the refunding of a 0.50 FTE Senior Land Use Specialist to more appropriately address programmatic needs. In addition, to better manage costs without making significant impacts to program coverage and oversight, the budget reclassifies a 1.00 FTE Groundwater Program Coordinator to a 1.00 FTE Lead Environmental Health Sanitarian, reclassifies a 1.00 FTE Senior Land Use Specialist to a 1.00 FTE Land Use Specialist, and unfunds a 0.25 FTE Park Maintenance Worker.

- **Parks and Land Use General Fund** 3 Year Maintenance and Projects are budgeted to increase $160,900 to $493,000 and includes: $70,000 for a fertilizer storage facility at Menomonee Park, $65,000 to construct Americans with Disability Act (ADA) compliant walkways, ramps and parking lot improvements at UW-Waukesha, $59,500 to build an accessible fishing pier at Fox Brook Park, $57,000 for fire hydrant, irrigation system and meter pit repairs and improvements, $45,000 to demolish the Berg Property and Mukwonago Park, and $30,000 to install a storm water pond at Fox Brook Park, in addition to several smaller projects.

- **Golf Course** expenditures are reduced $46,700 overall, including $134,000 at Moor Downs to reduce annual operating losses and impact on golf course fund balance. Personnel Costs decrease about $58,400 or 4.3% and reflect the unfunding of 1.00 FTE Golf Supervisor position and 0.75 FTE Park Maintenance Worker at Moor Downs Golf Course, partially offset by an increase of 2.03 FTE temporary extra help and the cost to continue remaining staff.

- **Community Development Block Grant (CDBG)** expenditures for grants to communities through the HOME Investment Partnership Program decrease $111,600 reflecting a reduction in Department of Housing and Urban Development (HUD) funding.

2016 EXPENDITURE HIGHLIGHTS

Public Works

- The 2016 **expenditure budget** for this functional area totals $32,144,600 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of $265,800 or 0.8% from the 2015 Adopted Budget.

- **Road Salt expenditures for County Highway snow removal operations** are budgeted to decrease by about $21,500 in 2016. Salt rates are increasing $1.31 per ton or 2.1% from $62.41 per ton to $63.72 per ton. Estimated salt usage on County Highways is estimated to remain at the 2015 budgeted level of 16,400 tons. Road salt purchased and then sold to municipalities is budgeted to decrease by about $112,000 based on a decrease in estimated municipal salt sales by 1,900 tons, from 7,000 tons to 5,100 tons.

- **The State Highway Maintenance** program eliminates nearly 2.0 FTE of temporary seasonal patrol worker assistance, budgeted at about $95,000 in 2015. This workload, used to provide second-shift highway maintenance during the winter, is expected to be absorbed by additional patrol worker staff added in the current-year 2015 budget. This is partially offset by an increase in budgeted overtime by $19,000 for an additional 0.23 FTE about 480 hours).

- The **Central fleet Vehicle Fuel** budget assumes no change in fuel price from the 2015 budget at $3.80 per gallon.

- **State Highway Maintenance operations** work on State roads as directed by as directed by Department of Transportation are budgeted to increase by nearly $151,000 to about $5.8 million. This includes $163,000 of anticipated higher State Routine Maintenance Agreement (RMA) reimbursements. This is partially offset by a $12,000 decrease in reimbursements for Performance-Based Maintenance (PbM) work.

- **The building improvement maintenance plan** totals $950,000, which is unchanged from the 2015 budget. The maintenance plan for 2016 is funded with $850,000 of County Tax Levy and $100,000 of General Fund Balance, which is a decrease of $50,000 from the 2015 budget. The goal is to gradually phase out General Fund Balance use in the plan.

- **Energy and Utility budget costs for County facilities** are budgeted to decrease by about $24,000, mainly due to not budgeting for utility costs at the vacant former Health and Human Services Buildings in 2016. In addition, utility costs at the new Waukesha Employee Health and Wellness center will now be accounted for directly in that budget (Health Insurance Internal Service Fund). Excluding those two facilities, utility costs are budgeted to increase about $44,200, including natural gas by about $30,600 and electricity by $13,600, in anticipation of higher utility rates**.** Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).

General Administration

- The 2016 **expenditure budget** for this functional area totals $22,086,200 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of about $273,900 or 1.3% from the 2015 Adopted Budget.

- The **County Clerk's Office** expenditure budget increases by $129,200, mainly due to an increase for election costs that occur in even-numbered years, when more elections are held.

- The **County Board** budgets expenses to decrease by $62,700 mostly related to a reduction in the County Board chair position from full time (1.0 FTE) to part time (0.50 FTE) as of the third Tuesday in April of 2016. Also, the County Board office expenditures and tax levy decreases $28,100 for an administrative position that will be shared with the County Clerk's Office in the 2016 budget

- The **Department of Administration (DOA) End User Technology Fund (EUTF)** expenditure increase of $170,300 includes $265,000 to replace high-end laptops in the Sheriff's Department squad cars, partially offset by a $123,000 reduction in depreciation costs reflecting the overall decline in equipment costs over time leading to a lower asset base being depreciated.

- **DOA-Risk Management** expenditures for 2016 increase by 2.4% or $65,700 to $2.8 million. This primarily reflects a change in the County's property insurance provider, which was related to changes set off by a proposed (but later removed) change in the State Budget.

2016 EXPENDITURE HIGHLIGHTS

Non-Departmental

- The 2016 **expenditure budget** for this functional area totals $26,455,100, an increase of $416,100 or 1.6% from the 2015 Adopted Budget.

- **Non-Departmental General Fund –** In 2015, with the closure of the Waukesha County Economic Development Corporation, the County convened a workgroup of businesses, business organizations and local municipalities to develop a multi-year business growth strategy for Waukesha County. The County will seek proposals from organizations to serve as the economic development organization for Waukesha County and implement the objectives in the business growth strategy. Waukesha County funds will be leveraged with funds from the City of Waukesha and the Wisconsin Small Business Development Center. The County's budgeted support for an economic development organization increases by $55,000, from $95,000 to $150,000.

- **The Non-Departmental General Fund** also budgets $50,000 to fund an initial study of different levels of collaboration between independent municipal fire departments. This first study will include municipalities in Lake Country and surrounding municipalities participating and contributing in part to the County's appropriation.

- **The Waukesha Employee Health and Wellness Center (Health and Dental Insurance Fund)** budget decreases by $22,000 to $858,600. The budget includes include contracted staffing, estimated at $496,400; contractor management and consulting fees, estimated at $200,800; laboratory fees, estimated at $60,800; facility-related expenses, estimated at $55,500; $8,000 for furniture and equipment; and supply and other operational costs, estimated at $37,100.

- **Waukesha Employee Health and Wellness Center –** Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately $7.7 million over a 5 year period: With savings of $3.1 million estimated for the County, $3.4 million for the school district and $1.2 million for the City.

Debt Service

- The **Debt Service expenditure budget** for general governmental purposes is $14,653,600, an increase of $34,300 or 0.2% from the 2015 Adopted Budget. To fund the 2016 Capital Project Budget, $12 million is planned to be borrowed, which is an increase of $2 million from the 2015 level. Retiring approximately $12.71 million of principle in 2016 will reduce the County's total debt outstanding to approximately $78.6 million, well below the allowable levels set by State statutes.

Capital Projects

- The 2016 **Capital Project expenditure budget** of $20,782,800 increases $4,641,400 from the 2015 Adopted Budget. The 2016 Capital Budget identifies funding for existing and new projects at a net County cost of $16.8 million (after direct project revenues of $3,353,000 and proprietary fund balance appropriations of approximately $637,800 are applied).

2014-2016 REVENUE SUMMARY

SOURCE	2014 Actual	2015 Adopted Budget (c)	2015 Estimate	2016 Budget	Incr/(Decr) From 2015 Adpt. Budget
Intgov't Contracts & Grants	$52,200,897	$51,896,065	$52,937,819	$55,990,193	$4,094,128
State Transportation Aids	$4,478,931	$4,478,931	$4,617,114	$4,617,114	$138,183
State Shared Revenues	$1,151,334	$845,000	$845,000	$835,000	$(10,000)
Fines & Licenses	$2,769,996	$2,704,795	$2,713,736	$2,798,157	$93,362
Charges for Services (a)(c)	$32,208,476	$35,361,871	$34,742,164	$36,055,087	$693,216
Interdepartmental Revenue	$36,276,091	$37,627,250	$36,214,471	$37,930,939	$303,689
Other Revenues (a)(c)	$14,551,338	$11,638,927	$11,577,074	$11,639,339	$412
Interest/Penalty on Delinq Taxes	$2,726,236	$2,758,000	$2,758,000	$2,703,000	$(55,000)
Investment Inc-Unrestricted Funds	$2,469,790	$3,607,646	$2,000,000	$3,407,646	$(200,000)
Debt Borrowing	$10,000,000	$10,000,000	$10,000,000	$12,000,000	$2,000,000
Appropriated Fund Balance	$7,989,452	$12,903,963	$14,206,320	$13,404,422	$500,459
Retained Earnings (a)(b)	$(3,720,983)	$(359,928)	$(1,859,100)	$(396,967)	$(37,039)
Tax Levy	$102,470,780	$103,916,612	$103,916,612	$104,412,271	$495,659
Total Revenues	**$265,572,338**	**$277,379,132**	**$274,669,210**	**$285,396,201**	**$8,017,069**

FUNCTION	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Incr/(Decr) From 2015 Adpt. Budget
Justice & Public Safety	$16,774,968	$17,921,665	$17,671,725	$18,367,240	$445,575
Health & Human Services	$46,799,209	$48,342,734	$48,928,049	$49,638,285	$1,295,551
Parks, Env, Educ & Land Use	$18,394,479	$20,870,789	$20,781,630	$21,175,710	$304,921
Public Works	$20,642,227	$19,949,821	$19,716,284	$20,451,045	$501,224
General Administration	$18,700,151	$19,103,376	$17,614,490	$19,015,895	$(87,481)
Non-Departmental	$22,357,105	$22,962,600	$21,925,700	$23,000,300	$37,700
Debt Borrowing	$10,000,000	$10,000,000	$10,000,000	$12,000,000	$2,000,000
Capital Projects	$4,966,262	$1,767,500	$1,767,500	$4,328,000	$2,560,500
Appropriated Fund Balance	$7,989,452	$12,903,963	$14,206,320	$13,404,422	$500,459
Retained Earnings (a)(b)	$(3,720,983)	$(359,928)	$(1,859,100)	$(396,967)	$(37,039)
Tax Levy	$102,470,780	$103,916,612	$103,916,612	$104,412,271	$495,659
Total Revenues	**$265,373,650**	**$277,379,132**	**$274,669,210**	**$285,396,201**	**$8,017,069**

(a) Includes revenues from Proprietary Fund (e.g., Radio Services) user fees and other revenue which are estimated to result in retained earnings.

(b) Revenues in excess of expenditures from enterprise funds that are retained in the appropriate fund and not used to offset the overall County Tax Levy.

(c) The 2015 budget has been restated for comparative purposes to the 2016 budget.

Return to Table of Contents

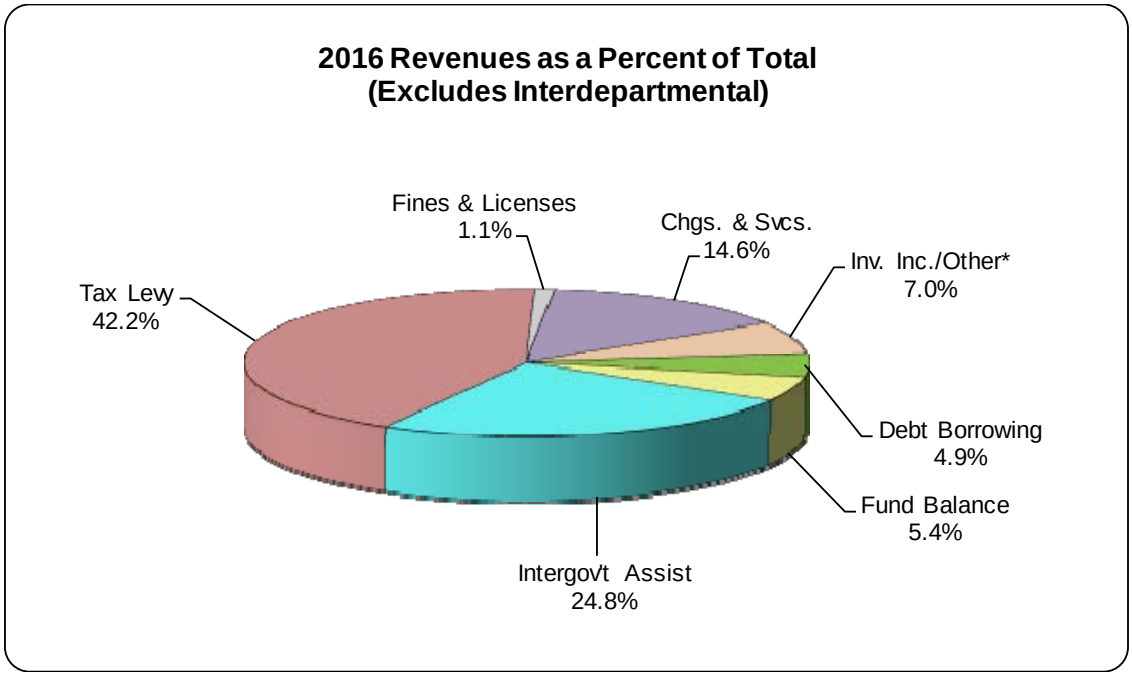
2016 REVENUE HIGHLIGHTS

Revenue Budget:

The **2016 revenue budget (excluding property Tax Levy, Fund Balance appropriations and revenue generating proprietary fund retained earnings) totals $167,976,475,** an increase of $7,057,990 or 4.4% from the 2015 Adopted Budget. The revenue budget includes $37,930,939 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund and cross charges such as Sheriff Bailiff, court security, etc.).

The 2016 revenues consist of departmental operating revenues budgeted at $151,251,508 and capital project funds at $16,328,000 including $12,000,000 from planned borrowing. Overall, the operating revenues increase nearly $2.46 million or 1.7% from the prior year budget, while capital project revenues increase by $4.56 million or 38.8%.

The graph below reflects the ratio of revenue sources budgeted for 2016 to all revenue sources, with tax levy of 42.2% and Intergovernmental Assistance of 24.8% (after excluding Interdepartmental revenues) as the major revenue components.



* Excludes Retained Earnings

Revenue Projection Methodology

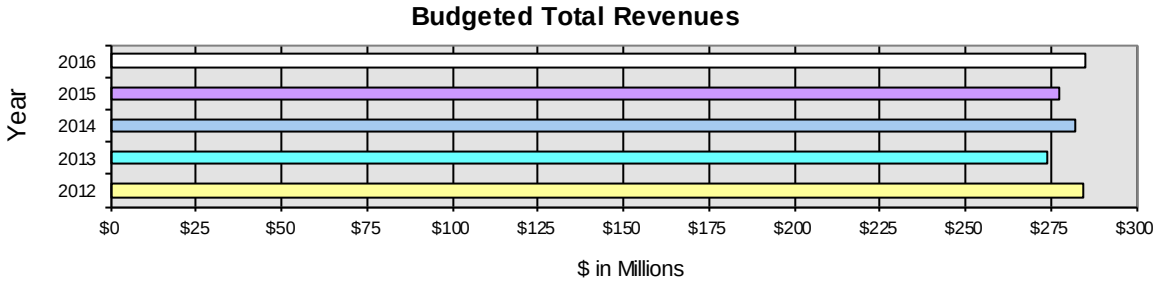
Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The County combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue.

1. Informed and Expert Judgment (e.g., the advice of a department head).
2. Deterministic Techniques (e.g., formula based).
3. Time Series Technique (e.g., trend analysis, rolling averages).
4. Estimates from external sources or appropriated in adopted legislation (e.g., State and Federal governments).

Projection and Trends:

External factors that may impact estimated future revenue trends include a continued slow economic recovery, historically low interest rates impacting County investments, moderate inflation, Federal and State budget deficits which will likely result in revenue reductions and the potential for higher future interest rates. Internal factors mainly include user fee rate increases which help cover the rising costs of services and the ability to collect on client accounts.

The graph below shows the total budgeted revenue trends from all sources for 2012-2016. Total revenues are budgeted to increase nearly $8.02 million or 2.9% to $285.4 million.



Return to Table of Contents

2016 REVENUE HIGHLIGHTS

A brief summary of the major changes in the past five years to the adopted budget are briefly explained as follows:

The 2016 revenue budget increases approximately $8.02 million to $285.4 million, mostly due to increases in Intergovernmental revenues of $4.2 million to 61.4 million, related to a $2.60 million increase in capital project revenues related to local and county highway projects, as well as an increase of $574K related to the Children with Long Term Support Needs (CLTS) Third Party Administrator (TPA). In addition, Debt Borrowing to fund capital project expenditures increases $2 million to $12 million. Charges for services increase $693K mainly due to increases in HHS-Mental Health Outpatient program revenues related to the CCS program, partially offset by a decrease of nearly $255K in Other revenues due to reductions in investment income of $200K based on low interest rates. Overall Fund Balance appropriations increase about $500K and the County General Tax Levy (excluding the Special Library Tax) increases by $455,900 or less than 0.50%.

The 2015 revenue budget decreases by nearly $4.67 million to $277.4 million, mainly due to decreases in appropriated Fund Balance by nearly $10 million to $12.9 million. Intergovernmental revenues increase $1.4 million related to increases in state pass-through revenues related to the Children with Long Term Support Needs (CLTS) Third Party Administrator (TPA) of $728K and Public Works State Highway operations funding of $925K to $5.6 million. Other revenues increase by $920K mainly due to Material Recovery Facility budgetary changes related to the new joint operational agreement, resulting in an increase of $1.45 million, partially offset by a reduction in investment income of nearly $805,400 based on low interest rates. Charges for services increase $798,600 and the County General Tax Levy (excluding the Special Library Tax) increases by $987,100 or less than 1%.

The 2014 revenue budget increases by nearly $8.3 million to $282.1 million, largely due to an increase of about $10.8 million of Fund Balance appropriations to nearly $23 million. This offsets a decrease of $7 million of Debt Borrowing to fund capital project expenditures. Intergovernmental revenues increase by $1.4 million mainly due to increases in the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) grant of $3.25 million, partially offset by federal and state funding reductions. Charges for Services increase $1.45 million and the County General Tax Levy (excluding the special Library tax) increases by $706,630.

The 2013 revenue budget decreases by nearly $10.8 million to $273.7 million, including Debt Borrowing decreasing by $3 million to $17 million to fund Capital Project expenditures; Overall Fund Balance appropriation reductions of $8.4 million, including a $6.8 million drop in the Capital Budget and $1.5 million less for the Operating budget. Intergovernmental Revenues decline by about $880,000 due to federal and State funding reductions. User fee charges for services decreases by $131,586 and the County general tax levy increases (excluding the special Library tax) by $761,039.

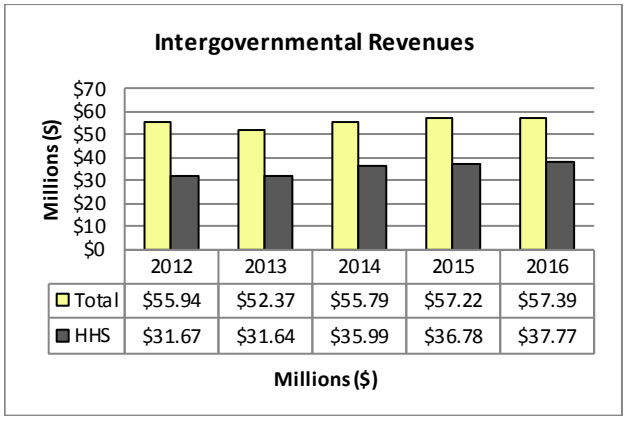
The 2012 revenue budget increases by nearly $16.5 million to $284.6 million including Debt Borrowing of $20 million to fund higher Capital Project expenditures. Interdepartmental Revenues increase by $1.6 million, including estimated increases in the County's share of health insurance premiums of $797,000, allocating out the last $380,000 in charges and related Tax Levy funding from the End User Technology program to departments for the total cost of computer ownership, and higher Risk Management and Public Works Charges to departments. Fund Balance appropriation increases by $6.84 million, mainly for budgeted increases for Capital Projects; a nearly $645,000 increase in County General Tax Levy; Charges for Service revenue increases by about $346,600; partially offset by a decrease in Intergovernmental Revenues by over $3.2 million, mainly due to revenue reductions of over $2.5 million from the State's 2011-13 Biennial Budget, primarily in H&HS and Public Works.

Detailed revenue highlights are included within each functional area summary.

A summary of highlights and major changes from the 2015 Budget to the 2016 Revenue Budget, by source, follows.

Intergovernmental Contracts & Grants:

Combined, total 2016 intergovernmental contracts, grants, state/federal aids and state shared revenues together reflect a budgeted increase of $4,222,311 or 7.4% from the 2015 Adopted Budget (as indicated below).



	2012	2013	2014	2015	2016
Total	$55.94	$52.37	$55.79	$57.22	$57.39
HHS	$31.67	$31.64	$35.99	$36.78	$37.77

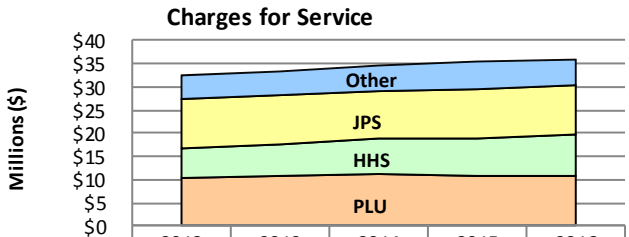
- **Capital Project** intergovernmental revenues increase $2.60 million to 4.05 million mainly due to increases in local share revenue for road projects and County Highway Improvement Plan (CHIP) revenues.
- **H&HS Functional Area** Intergovernmental Revenue increases by $986,500 to nearly $37.77 million as follows:
  - **Department of Health and Human Services (H&HS)** – **Children with Special Needs Program** includes an increase in intergovernmental State revenue reimbursements related to the Children's Long Term Support (CLTS) Third Party Administrator (TPA) program of $574K to serve additional children with long term support needs.
  - **H&HS – Economic Services Administration and Support Program** includes an increase of $237,200 mostly related to the addition of 2.00 FTE Economic Support Specialist staff to assist with implementing Food Share Employment and Training (FSET) provisions included in the 2015-2017 Wisconsin State Budget, as well as an increase in Income Maintenance funding of $88,700.
  - **Child and Family Services** intergovernmental revenue includes an increase of about $141,300 partly due to an increase in State Community Aids of $94,900 as part of a state initiative to allow children in foster care to continue to receive funding through age 21.

- **Criminal Justice Collaborating Council** General Government revenues are budgeted to decrease by about $65,200 to $166,400 due to the elimination of the federally funded drug court grant in June 2015.
- **Aging and Disability Resource Center** net General Government revenues increase nearly $73,000, mainly due to an increase in the Wisconsin Specialized Transportation Grant of nearly $20K and slight increases in other federal programs.

- General Government Revenues in the **Public Works Functional Area** increase $289K related to **State Highway Maintenance operations** for work on State roads as directed by DOT increasing by $151K to nearly $5.8 million based on anticipated increases in State Routine Maintenance Agreement (RMA) reimbursements, and **State General Transportation Aids (GTA)** funding increases $138K to $4.6 million.
- The **District Attorney's** budget includes an increase of about $107,000, mainly due to a grant related to the Violence Against Women Act, to fund a contracted state special prosecutor dedicated to work on cases of violence against women.
- **Parks and Land Use** budgeted intergovernmental revenues include an increase of nearly $150K, related to one-time Community Development Block Grant (CDBG) funded, handicap-accessible projects around UW-Waukesha and county maintained facilities.

- **Federated Library** budgeted State Aid revenues increase $258,108 to $1.2 million, related to additional revenues received as a result of the creation of the two-county system with Jefferson County.

Charges for Services: User fees are budgeted to increase nearly $693,200 or 2% to approximately $36.1 million. User Fees are charges for specific government services to those who utilize and value certain services. They provide an equitable, proportional user-based charging method to continue service operations without relying solely on property taxes from property owners. Major User fees include document recording and real estate transfers; public admission for recreation usage, regulation enforcement and education within the Parks, Environment, Education and Land Use (PLU) functional area; client treatment, inpatient or outpatient residential services fees accessed in the Health and Human Services (HHS) area; and inmate board, contracted Sheriff patrols, and judicial and public safety related fees (JPS).



	2012	2013	2014	2015	2016
Other	$5.34	$5.00	$5.64	$5.79	$5.63
JPS	$10.42	$10.54	$10.31	$10.81	$10.82
HHS	$6.33	$7.11	$7.47	$8.05	$8.74
PLU	$10.50	$10.62	$11.31	$10.72	$10.86

Millions ($)

- **Health & Human Services (HHS)** functional area Charges for Service revenues increase by about $683,000 to $8.74 million, and includes **Clinical Services Division** increases of about $694,100 to nearly $7.5 million, related to Mental Health Outpatient Client Fee revenue increases of nearly $589,600 due to increased funding reimbursements for additional Comprehensive Community Services (CCS) program activities, to provide community living support services, including employment and peer support through psychosocial rehabilitation.

- **Parks, Environment, Education & Land use (PLU)** functional area Charges for Service revenues are budgeted to increase by about $137,900 to $10.9 million mainly due to an increase in **Parks-Golf Course** revenues of $108,100 related to an increase in fees across all courses, reflecting market conditions as reviewed in a 2015 National Golf Foundation study. In addition, **UW-Extension** revenues increase about $36,200 related to additional workshops and courses for municipal entities related to strategic planning, as well as fee increases in several **Parks-General Fund** accounts of about $58,400. This increase is partially offset by a decrease in **Register of Deeds** revenues of approximately $43,400, mainly reflecting a decrease of $130,000 in document recording fee revenues related to a reduction in home mortgage refinancing activity, partially offset by an increase in Real Estate Transfer fees of $60,000, reflecting growth in home sales and the real estate market.

- **Public Works** functional area revenues include a $125,200 decrease in the **Transportation Fund**, due to charges to municipalities for salt purchases, which are anticipated to decrease 1,900 tons from 2015.

- **Justice and Public Safety (JPS)** functional area Charges for Service revenues increase slightly by approximately $13,000 to $10.8 million related to a $50,000 increase in **Radio Service Fund** revenues mostly due to an increase in municipal trunk radio operations charges, and an increase in **Sheriff-Municipal Patrol Contract** revenues by $96,500 (1% increase); partially offset by a decrease of $51,700 reflecting the reduction of the Norris School District School Resource Officer; and a $25,000 decrease in process and warrant services based on past history. These increases are further offset by reductions of about $28,000 in Waukesha County **Medical Examiner** revenues to remove one-time transition services to Walworth County and reduce tissue recovery revenues to better reflect actual service levels. In addition, **Circuit Court Services** revenues decrease about $35,000 due to reductions in custody and placement evaluation revenues.

Fines and Licenses: Fine and license revenues are budgeted to increase about $93,400, or 3.5% to $2,798,157 in 2016, and include the following: **Parks and Land Use** budget includes an increase of $44,000 in Restaurant and Retail Food Licenses, as well as a $15,000 increase in septic permits, and the **Medical Examiner's** budget includes a $46,100 increase in Cremation Permit revenue. This is partially offset by a decrease of $25,000 in **Circuit Court Services** State Fines and Forfeiture revenues.

Interdepartmental Revenues:
2016 Interdepartmental revenues increase approximately $303,700 or less than 1% to $37,930,939. Interdepartmental revenues are primarily related to internal service fund charges and cross charges for services provided by one County department to another, which are in essence double budgeted. These charges are originally funded through an external revenue sources or tax levy in the service consumer (user) department budgets.

Return to Table of Contents

2016 REVENUE HIGHLIGHTS

- In order to better reflect an increase in Worker's Compensation self-insured claims costs and higher estimated future years claims payments based on historical trends, **DOA-Risk Management** interdepartmental revenue increases by about $91,200 to $2.15 million. This fund remains subsidized by General Fund Balance, which is projected to be phased out over future years and is reduced over $55K in 2016.
- **Non-Departmental-Health and Dental** interdepartmental revenues increase $136K to $17.66 million, largely due to an increase in County department contributions to employee Health Savings Accounts (HSA).
- Interdepartmental revenues in the **Public Works Functional Area** increase by about $60K to nearly $7.44 million. Department charges for vehicle operations increase nearly $213,000 including fuel of $22,600, vehicle repair and maintenance charges of nearly $41,400, and vehicle replacement charges of $149K. Additional items include: Building/Office rental charges decrease nearly $102,200 for maintenance and services provided to County departments.

Other Revenues:

Other revenues from various sources decrease about $254,600 or 1.4% in the 2016 Budget to a total of about $17.7 million.

- The **Office of the Treasurer** investment income decreases by $200,000 to $3.4 million due to estimated lower investment rates of return.
- **Department of H&HS – Clinical Division** recovery revenues are budgeted to decrease by about $155K to $1.72 million, mainly due to decreases in adult admissions to state mental health facilities that qualify for Medicaid reimbursement.
- **Department of H&HS – Children with Special Needs** revenues are budgeted to decrease $166K related to pass-through reimbursements of Children's Long Term Support (CLTS) costs for certain vendors unable to directly bill the CLTS third-party administrator.
- The **Public Works-Transportation Fund** includes an increase of $151K in Highway Safety Improvement Program (HSIP) reimbursements for staff engineering designs of county intersections.
- The **Sheriff** budget also includes an overall increase of $165K related to inmate phone revenue and merchandise and commission sales.

Debt Financing:

The 2016 Budget includes borrowing of $12 million to finance a major portion of 2016 capital projects, an increase of $2 million from the 2015 Adopted Budget.

Appropriated Fund Balance:

To reduce the 2015 Tax Levy (for 2016 Budget purposes), the Budget includes Fund Balance appropriations of $13.4 million for one-time projects, temporary expenditures or to phase in the impact of significant revenue losses, an increase of about $500K from the previous year. This includes $10.7 million for the operating budgets and $2.7 million for the Capital Projects Budget, summarized below:

Fund Balance Use in Fund / Department Budgets	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Fund	Debt Service Fund	Total
Administration	$28,000						$28,000
Administration Internal Service Funds			$116,154				$116,154
Admin Dept-Risk Management			$63,428				$63,428
End User Tech. Fund			$846,750				$846,750
Airport Fund				$200,829			$200,829
Capital Projects Budget					$2,707,800		$2,707,800
Circuit Court Services	$20,000						$20,000
Contingency Fund	$1,200,000						$1,200,000
Corporation Counsel Dept.							$0
County Clerk Dept.	$85,287						$85,287
Debt Service Fund						$1,544,117	$1,544,117
District Attorney							$0
Emergency Preparedness	$349,841			$751,723			$1,101,564
Human Services Dept.	$95,141						$95,141
Non-Departmental	$384,100		$1,824,500				$2,208,600
Federated Library Fund		$100,000					$100,000
Parks and Land Use Dept.	$70,000	$800,000		$1,342,500			$2,212,500
Public Works Dept	$130,000	$88,000	$111,083				$329,083
Register of Deeds	$275,000						$275,000
Sheriff Dept.	$256,469						$256,469
UW Extension Dept.	$13,700						$13,700
Total by Fund Type	**$2,907,538**	**$988,000**	**$2,961,915**	**$2,295,052**	**$2,707,800**	**$1,544,117**	**$13,404,422**

Tax Levy: The overall 2015 Tax Levy (for 2016 Budget purposes) is $104,412,271, which represents an increase of $495,659 or 0.48% from the 2015 Adopted Budget. The total Tax Levy consists of General County Purpose Levy of $100,948,152, a $455,900 or 0.45% increase from the 2015 Adopted Budget, and the Special Federated Library Tax Levy of $3,464,119, an increase of $39,759 or 1.2% from the 2015 Adopted Budget, which are assessed to municipalities without Libraries.

DECISION MAKING CRITERIA FOR NEW POSITIONS

County government has an obligation to meet the needs of its citizens in a fiscally prudent manner. One of the largest costs of government is personnel cost. Unlike capital projects that are paid for in a set period of time, position costs continue each year as long as the position exists. Therefore, before new positions are authorized, a careful review of the justification of these requests is warranted. In reviewing these requests, the following types of questions are asked.

1) Does the reason a position is being requested support the strategic plan for the County and the department?
2) Can the work be accomplished in any other way?
3) Does the proposed position improve customer service?
4) Does the proposed position provide direct services as opposed to administrative support, supervision, or management?
5) Will the investment in the proposed position allow the department to increase revenues or decrease expenditures beyond the cost of the position?
6) Is there outside (non-County Tax Levy) funding available for the proposed position, such as state or federal grants?
7) Can the position costs be offset by eliminating or reducing a lower priority function?
8) Has the organization been reviewed for efficiency? Is the organization a re-engineering candidate?
9) What will be the effect if the proposed position is not created?

BUDGETED POSITIONS 2014-2016

SUMMARY BY FUNCTIONAL AREA

*******BUDGETED POSITIONS ONLY*******

FUNCTIONAL AREAS:	2014 Year End	2015 Adopted Budget	2015 Modified Budget	2016 Adopted Budget	15-16 Change
Justice and Public Safety	544.90	548.90	548.90	547.15	(1.75)
Health and Human Services	425.06	418.14	421.89	415.44	(2.70)
Parks, Env., Educ., and Land Use	133.20	131.20	131.20	128.20	(3.00)
Public Works	135.60	139.60	139.60	138.60	(1.00)
General Administration	125.55	125.55	125.55	124.65	(0.90)
Non-Departmental	-	-	-	-	-
Total Regular Positions Countywide	**1,364.31**	**1,363.39**	**1,367.14**	**1,354.04**	**(9.35)**
Temporary Extra Help	120.72	111.47	111.47	112.48	1.01
Overtime	22.37	22.26	22.26	22.39	0.13
Total Position Equivalents Countywide	**1,507.40**	**1,497.12**	**1,500.87**	**1,488.91**	**(8.21)**

* This chart includes the number of positions that are authorized and funded with the exception of position overfills.

Significant Changes for 2016

- Budgeted Full Time Equivalents (FTEs) decreases by a net of 8.21 FTE, including temporary extra help and overtime.
- There is a net decrease of 9.35 FTE budgeted regular positions, mostly due to the abolishment of 13.41 FTE including 6.06 FTE related to the full-year staff reductions from the 2015 mid-year transition of Juvenile Center services to Lad Lake. In addition, 1.0 FTE Economic Support Position related to the Patient Protection Affordable Care Act (PPACA) is sunset (reduced) in 2016. Also, 10.75 FTE are unfunded in 2016. This is offset by the creation of 13.0 FTE positions and a 0.31 FTE increase in the Health and Human Service - Weekend Registered Nurse position. Also, 2.5 FTE that were unfunded in prior years are being refunded (1.0 FTE in the Sheriff, 1.0 FTE in County Board Office and 0.50 FTE in Parks and Land Use).
- Temporary extra help increases a net of 1.01 FTE or about 2,100 hours.
- Budgeted overtime increases a net of 0.13 hours or about 270 hours.

For more detail, see the Stats/Trends Section for the Regular Full-Time/Part-Time Budget Position Summary, the Summary of Net Change in Funded Regular Full-Time/Part-Time Positions and Budget Position Detail Summary for individual departments.

Current-Year Changes in 2015

Action	Department	Position	FTE Change
Fund	Human Services & Human Services	Human Services Supervisor	1.00
Unfund	Human Services & Human Services	Sr. Clinical Psychologist	-1.00
Fund	Parks & Land Use	Senior Planner Position	1.00
Unfund	Parks & Land Use	Senior Land Use Specialist	-1.00
		2015 CURRENT YEAR FTE CHANGE TOTAL	0.00

FUNCTIONAL AREA SUMMARY BY FUND TYPE

2016 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
JUSTICE & PUBLIC SAFETY	$17,026,373		$1,340,867				$18,367,240
HEALTH & HUMAN SERVICES	$46,471,922	$3,166,363					$49,638,285
PARKS, ENV., EDUC., LAND USE	$7,771,831	$5,885,579	$7,518,300			$50,000	$21,225,710
PUBLIC WORKS	$438,383	$12,034,530	$826,049	$7,152,083		$3,303,000	$23,754,045
GENERAL ADMINISTRATION	$8,856,944			$10,158,951		$12,975,000	$31,990,895
NON DEPARTMENTAL	$1,476,300			$21,524,000			$23,000,300
FUND BALANCE APPROPRIATION	$2,907,538	$988,000	$2,295,052	$2,961,915	$1,544,117	$2,707,800	$13,404,422
RETAINED EARNINGS	$0	($61,080)	($274,725)	($61,162)			($396,967)
TAX LEVY	**$83,069,019**	**$6,364,189**	**$152,563**	**($30,000)**	**$13,109,500**	**$1,747,000**	**$104,412,271**
TOTAL REVENUES	$168,018,310	$28,377,581	$11,858,106	$41,705,787	$14,653,617	$20,782,800	$285,396,201
EXPENDITURES							
JUSTICE & PUBLIC SAFETY	$59,193,005		$1,811,697			$2,634,000	$63,638,702
HEALTH & HUMAN SERVICES	$72,327,224	$3,166,363					$75,493,587
PARKS, ENV., EDUC., LAND USE	$13,720,003	$10,188,618	$8,866,968			$1,531,800	$34,307,389
PUBLIC WORKS	$8,682,178	$15,022,600	$1,179,441	$7,260,358		$16,297,000	$48,441,577
GENERAL ADMINISTRATION	$10,989,300			$11,096,929	$14,653,617	$190,000	$36,929,846
NON DEPARTMENTAL (a)	$3,106,600			$23,348,500		$130,000	$26,585,100
TOTAL EXPENDITURES	$168,018,310	$28,377,581	$11,858,106	$41,705,787	$14,653,617	$20,782,800	$285,396,201

(a) Includes Contingency Fund.

Return to Table of Contents

APPROPRIATION UNIT SUMMARY BY FUND TYPE

2016 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
INTERGOVT. CONTRACTS/GRANTS	$39,343,330	$17,124,477	$888,500	$33,000		$4,053,000	$61,442,307
FINES & LICENSES	$2,696,157	$102,000	$0	$0			$2,798,157
CHARGES FOR SERVICES	$24,387,680	$1,847,329	$5,900,738	$3,919,340			$36,055,087
INTERDEPART. REVENUES	$3,588,405	$599,600	$526,078	$33,216,856			$37,930,939
OTHER REVENUES	$12,026,181	$1,413,066	$2,369,900	$1,665,838		$12,275,000	$29,749,985
FUND BALANCE APPROPRIATION	$2,907,538	$988,000	$2,295,052	$2,961,915	$1,544,117	$2,707,800	$13,404,422
RETAINED EARNINGS	$0	($61,080)	($274,725)	($61,162)			($396,967)
TAX LEVY	**$83,069,019**	**$6,364,189**	**$152,563**	**($30,000)**	**$13,109,500**	**$1,747,000**	**$104,412,271**
TOTAL REVENUES	$168,018,310	$28,377,581	$11,858,106	$41,705,787	$14,653,617	$20,782,800	$285,396,201
EXPENDITURES							
PERSONNEL COSTS	$101,761,006	$9,663,562	$3,007,703	$5,358,828			$119,791,099
OPERATING EXPENSES	$51,999,325	$12,724,271	$7,368,138	$35,717,733			$107,809,467
INTERDEPARTMENTAL CHARGES	$13,320,329	$5,076,748	$1,482,265	$629,226			$20,508,568
FIXED ASSETS & IMPROVEMENTS	$937,650	$913,000	$0	$0		$20,782,800	$22,633,450
DEBT SERVICE	$0	$0	$0	$0	$14,653,617		$14,653,617
TOTAL EXPENDITURES	$168,018,310	$28,377,581	$11,858,106	$41,705,787	$14,653,617	$20,782,800	$285,396,201

(a) Includes Contingency Fund.

Return to Table of Contents

THIS PAGE LEFT BLANK

Strategic Planning
&
Budget Policies

TABLE OF CONTENTS
STRATEGIC PLANNING
AND BUDGET POLICIES

Strategic Planning Overview 51

Waukesha County Planning Processes 54

Five Year Financial Forecast…..... 56

Financial Management Policies 57

Capital and Operating Budget Process 62

Financial Structure 65

Waukesha County Budgetary Funds 67

Fund Descriptions 68

STRATEGIC PLANNING OVERVIEW

Strategic planning is the process of determining long-term goals and then identifying the best approach for achieving those goals. Waukesha County has been using strategic planning tools for over a decade. In 2015, the County worked with Department Heads and departmental strategic planning coordinators to update their plans to include robust environmental scans identifying department wide and Countywide critical issues, and ensure that all strategic objectives include year-over-year measurable data. In 2016, the County will continue efforts for continuous plan improvement, focusing on strengthening linkage between environmental scans and objectives, examining format to increase clarity and developing a web-based tool to communicate County strategic objectives with community stakeholders.

Through the strategic planning process, the County establishes links between core values, business functions and measurable program outcomes across all departments. Strategic planning ultimately helps the County identify and set priorities so that service delivery modifications can be made to better assist and serve its citizenry. In 2012, the County created a cross-departmental Strategic Planning Steering Committee which continues to guide the process and help identify priorities. In 2012-2013 the committee led a multi-year process to update and reenergize the strategic planning process.

As the first step of this multi-year process, focus groups that were held in 2012 and 2013 indicated that, overall, County residents are pleased with the quality, level and value of services. In addition, it is clear that most important outcomes for county stakeholders continue to be a “safe” and an “economically vibrant” county. Results of the focus group efforts clearly stated that residents want high quality services at a low cost.

The second step in the process was developing an employee survey focused on the County’s core values. The annual employee survey remains a vital step in the strategic planning process and plays an important role in developing a strong corporate culture.

The third step of the process is to examine and analyzed peer counties in the State of Wisconsin and nationwide to identify benchmarks in which to evaluate Waukesha County. In 2013, from this process, the County determined that a system to review strategic plans and objectives must be implemented annually to ensure that each department proactively and consistently updates their progress toward strategic goals. Every year, after plans are reviewed, goals and benchmarks for the following year are established and the Steering Committee develops appropriate plans and trainings aimed at continuing improve upon the plans.

The County continues to be a leader by strategically providing high quality services at the lowest possible cost via shared services, public/private partnerships, collaborative efforts, and technology investments to redesign how the County does its business and streamline business processes.

Mission Statement:

"The mission of Waukesha County government is to promote the health, safety and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner."

Vision Statement:

"Waukesha County…leading the way with quality and value."

Core Values:

Collaboration, Ethics and Integrity, Innovation, Efficiency, Communication, Diversity and Respect, Seeking Cost Savings and High-Quality Customer Service

County-Wide Key Strategic Outcomes:

Strategic Outcomes provide departments with a framework for identifying core priorities and establishing program goals:

1. A safe county.
2. An economically vibrant county.
3. An environmentally responsible county.
4. A well-planned county.
5. A county that assists at-risk citizens.
6. A county that provides customers with quality programs and services.
7. Cost effective services delivered with competence and skill.

In addition to statutory requirements and conformance with recognized financial standards, Waukesha County's commitment to strategic budgeting requires decisions to be made in conformance with the County's budget philosophy:

- Balance spending with people's ability to pay
- Incorporate citizen and stakeholder involvement
- Establish links to strategic planning
- Base Decisions on measurable objectives
- Maintain best budgeting practices (for stable future budgets)
- Protect the County's Aaa/AAA bond ratings

Departmental budgets are tied to the Strategic Plan in the following manner:

- Budget initiatives are organized under County-Wide Key strategic Outcomes.
- Objectives focus on areas that utilize significant budget resources.
- Key Outcome Indicators identify how the measure is an indication of success.
- Performance Measure data demonstrates level of achievement over multiple years and targets for the upcoming budget year.

For reference, please see the example illustrated below:

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

Key Outcome Indicator: The bond rating status is reflective of the County's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2014 Actual	2015 Actual	2016 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: New construction growth in the County's equalized value.

Performance Measure	2013 Actual	2014 Actual	2015 Actual
$ Amount of New Construction **	$336.7 million	$491.5 million	$522.3 million
% of Change	0.72%	1.04%	1.07%

*****Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.***

WAUKESHA COUNTY PLANNING PROCESSES

PLANNING FOR THE FUTURE

To plan for the future, Waukesha County continues to engage in a strategic planning process, which focuses on long-term planning and the desire to be a mission driven organization continuously improving its services and operations.

The County develops five-year capital projects and debt financing plans. In addition, a five-year operating budget plan is developed, which incorporates key assumptions, significant strategic budget initiatives, and budget drivers.

The County has processes to identify and plan for recurring operational needs for the following: Building and Grounds Maintenance, Vehicle and Equipment Replacements, and Technology and Transportation infrastructures.

BUDGET BOOK REFERENCE

The County's Strategic Plan is referenced throughout the budget document as part of each department's strategic outcomes and objectives. These outcomes and objectives are directly linked to Waukesha County's Mission Statement.

The County's capital operational equipment replacement facilities, grounds and parks maintenance plans are part of the operating budget document. The specific page references for these plans are included in the table of contents and in the budget index.

The specific plans and processes used in the development and management of the county budget are listed in the summary chart below.

Further detail on the county budget and operations can be obtained from the Waukesha County website at **www.waukeshacounty.gov**

PLAN	TYPE OF PLANNING PROCESS	DESCRIPTION OF PROCESS	BUDGET IMPACTS
Strategic Planning	Long range (3 to 10 years) with objectives established for the budget year.	The County Executive's Office coordinates department plans with review by Strategic Planning Steering workgroup.	Allows for the reallocation of resources to pre-determined strategic goals and objectives.
Capital Projects Plan	Five-year plan that includes project listing by plan year.	County Executive submits plan for County Board approval by resolution with possible County Board amendments.	Provides a predictable funding level from year to year to allow for the planning of debt service requirements, operating costs of new facilities, and infrastructure improvements. (Capital Projects and Operational Impacts)
Operating Budget Financial Forecast	Operating five year forecast to facilitate long term financial planning.	DOA Budget Division staff work together with department staff to determine key forecast assumptions to project major revenue sources and expenditures.	Provides for budget fiscal sustainability, planning and direction for future action plans of resource allocation, linked to the County's strategic planning goals.
Technology Projects Review Process	Multi-year (3 years) technology review process.	Department submits projects for review by Technology Review & Steering Committees. Criteria are established to set priorities and make recommendations for funding.	Provides a thorough technology review, considers best practices, and cost/benefit criteria. Ranks projects to meet budget priorities over the three-year planning cycle.

WAUKESHA COUNTY PLANNING PROCESSES, CONT.

PLAN	TYPE OF PLANNING PROCESS	DESCRIPTION OF PROCESS	BUDGET IMPACTS
End User Technology Fund (Internal service fund)	Multi-year plan to replace computers and network infrastructure. Provides for IT support, maintenance, help desk support, web administration, and Records Management.	The DOA Information Systems (Computers) and Records Management (Copiers) maintains computer support, inventories and approves IT equipment replacements and computer support based on criteria reflective of the cost drivers and return on investment.	Allows for the funding of IT equipment replacements, maintenance, service utilization, help desk support, network infrastructure, and web administration annually. Replacement decisions consider changing software technology, economic issues, maintenance costs, and downtime. This is based on IT utilization of IT resources.
Building Maintenance	Five-year plan by facility and maintenance activity or project.	The Public Works Department prioritizes department requests for projects along with known required maintenance.	Provides a stable annual level of expenditures to insure continued maintenance of county facilities. (Public Works Section, Five-Year Building Improvement Plan)
Parks Maintenance	Three-year plan to address County grounds, park facilities, parking lots, roadways, and paths.	The Parks and Land Use Department schedule identifies ground maintenance for park facilities projects according to priorities and funding level.	Provides for a stable annual level of expenditures to insure the continued maintenance of county grounds. (Parks, Environment, Education and Land Use Section, Three-Year Maintenance Plan)
Vehicle/Equip. Replacement (Internal service fund)	Multi-year plan to replace most vehicles and contractor type equipment.	A Vehicle Replacement Advisory Committee reviews and approves replacement criteria.	Allows funding of the replacement of vehicles or major equipment items annually at an established base level. This ensures that the condition of the fleet is at an optimal level, which reduces fleet maintenance and costs of service. (Public Works Section, Vehicle & Equipment Replacement Plan)
Sheriff's Jail Equipment Replacement	Five-year plan to replace most jail equipment costing less than $100,000	The Sheriff's Department submits and updates the replacement plan annually as part of the operating budget.	Allows for funding necessary jail equipment replacements efficiently.
Highway Improvements Program - Culvert Replacement - Repaving Plan - Bridge Replacement -Signal/Safety Improvements	Internal ten-year plan to maintain and improve the County trunk highway system that integrates with the five-year Capital Plan.	Public Works staff develops an internal highway improvement program based on Southeastern Wisconsin Regional Planning Commission (SEWRPC)'s Highway Jurisdictional Plan with priorities and criteria. - Replace 1-2 culverts annually. - Resurface approx. 15 to 20 mi. of CTH using pavement mgmt. system with pavement index goal of >70%. - Install new traffic signals.	Long term planning for highway infrastructure needs, which mitigates future on-going maintenance costs, addresses highway safety issues, and extends the life of highways and bridges. Therefore, delays the need for their reconstruction.

Return to Table of Contents

WAUKESHA COUNTY FIVE YEAR FINANCIAL FORECAST

The County uses long range financial planning to project the cost to continue existing programs by using assumptions about economic conditions, potential strategic objectives, and financial challenges to project revenues and expenditures over a five year period. The five year forecast also provides dynamic information for the planning process and assists in providing direction for future actions and planning of resource allocations in a way that links to the County's strategic planning goals.

The Five Year Financial Forecast is developed annually in the early stages of budget development. It includes a review of the prior fiscal year-end results and considers the impacts of various County planning processes, including the capital plan and related debt financing. The Budget Division of the Department of Administration works with staff in other departments to determine key financial assumptions, which are used to project impacts to future expenditures and major revenue sources.

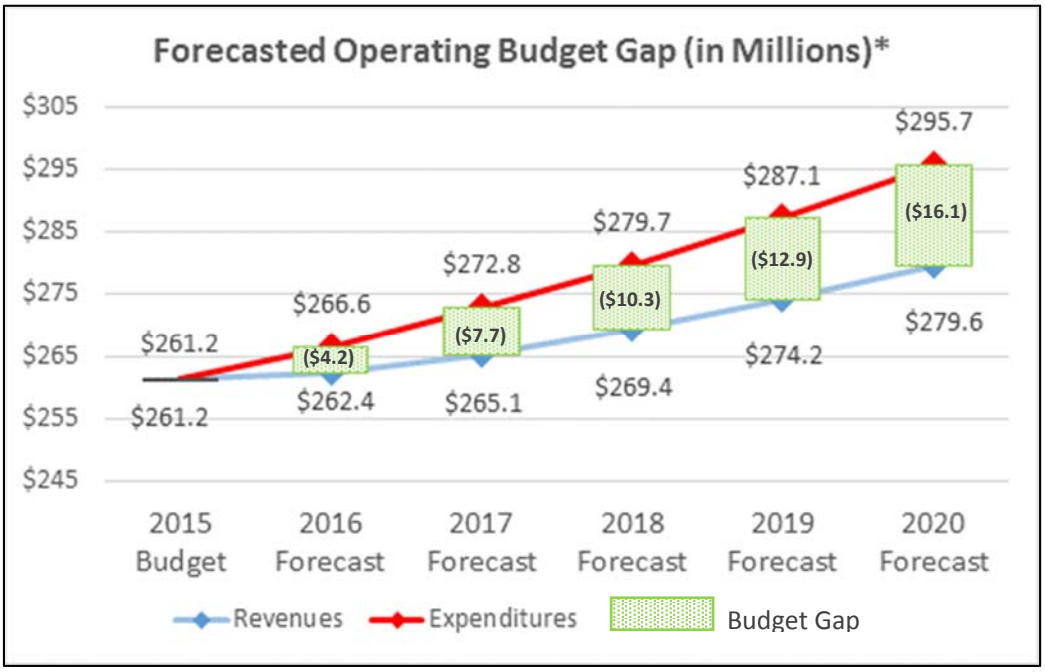
The purpose of utilizing a financial forecast is to identify and determine the extent of actions necessary to close the gap between revenues and expenditures to ensure long term fiscal sustainability.

Below is a summary of Waukesha County's financial outlook as it appeared in the current year's Five Year Forecast prior to budget development.

Operating Budget (Non-Capital) Five Year Financial Forecast Summary 2016-2020

Operating Budget (in Millions)			
Year	Revenues	Expenditures	Gap
2015 Budget	$261.2	$261.2	$0.0
2016 Forecast	$262.4	$266.6	($4.2)
2017 Forecast	$265.1	$272.8	($7.7)
2018 Forecast	$269.4	$279.7	($10.3)
2019 Forecast	$274.2	$287.1	($12.9)
2020 Forecast	$279.6	$295.7	($16.1)

Closing the structural budget gap in a given year helps future budgets by reducing the gap in future years. For example, closing the 2015 budget gap resulted in a $4.7 million reduction to the projected 2016 gap - from $8.9 million to the current 2016 projection of $4.2 million. The 2016 Budget is balanced, which will again favorably impact the projected gap in future years (as demonstrated in the charts below). This was done by working to reduce expenditures and conservatively increasing revenues (when justified). The use of fund balance and other one-time revenues is limited to the situations described in the County Revenue Policy section of this document.



*The 2016 Operating Budget is balanced at $264.5 million, reflecting the elimination of the gap through expenditure reductions and revenue increases.

FINANCIAL MANAGEMENT POLICIES

Waukesha County's long- and short-term financial policies are derived from various sources. The State of Wisconsin Statutes prescribes the basic budgeting standards for county governments. The Waukesha County Code establishes the basis of accounting in conformance with Generally Accepted Accounting Principles (GAAP). Below is a description of the County's fiscal management policies for revenues, operating expenditures, capital improvements, debt, investments, reserves, and the basis of budgeting and accounting methods. **The County budget is balanced as County budgeted expenditures and revenues are equal (including the use of fund balances).**

Revenue Policy

1. The County relies on property tax as its sole source of local tax revenues to fund state and local programs and services. Property taxes account for about 37% of total revenues. Excluding interdepartmental revenues, which are mostly charges from county internal service funds, property taxes account for about 42% of revenue. Other tax options allowable by statute to counties include a 0.5% County sales tax and a local motor vehicle registration fee. Waukesha County has not implemented these other tax options.

2. The County attempts to maintain a diversified and stable revenue stream. The County continues its efforts for greater reliance on true user fee service charges to help offset reductions of federal/state funding and to reduce reliance on property tax revenues. Service fee charges (user fees) are implemented for services that can be individually identified and where costs can be directly related to the level of service provided. The County's budgeting philosophy is to annually review and provide at least nominal inflationary increases on appropriate user fees charges for service to cover increasing costs of providing those services.

3. The County maximizes its return on investment consistent with its investment policy. Investment income is used to reduce reliance on the property tax levy. There is minimal risk of market losses because of the strict adherence to investment and liquidity guidelines.

4. One-time revenues shall not be used to fund continuous operating costs, except to manage a short-term spike in program costs, the phasing of a new or expanded program, making investments that have future payoffs, and to smooth out the impacts of significant state and/or federal funding reductions.

5. Revenue forecasts (estimates) need to document the methods employed and the underlying assumptions that the revenue projections are based on.

Balanced Budget

A balanced budget is a budget in which revenues and expenditures are equal. Waukesha County's budget is balanced, as County budgeted total expenditures are funded by a combination of various external revenue sources (e.g., intergovernmental grants, licenses, fees, or fines), property taxes, and funds available for appropriation in fund balances as identified in the prior year Comprehensive Annual Financial Report.

Property Tax Levy Increase Limits

Section 66.0602 of Wisconsin Statutes imposes a limit on property tax levies for Counties. The statutes allow a County to increase its total property tax levy by the percentage change in growth in equalized value due to net new construction between the previous year and the current year. The limit includes exemptions for the Federated Library system tax levy, debt services obligations (including related refinancings and refundings), bridge and culvert repaid aids to Towns paid with County tax levy, and a provision to allow for adjustments for consolidated (shared) services as well as services transferred from one unit of government to another. In addition, unused tax levy authority up to a maximum of 1.5% of the prior year levy could be carried forward if authorized by a vote of the County Board.

FINANCIAL MANAGEMENT POLICIES, CONT.

The 2016 Waukesha County Budget tax levy increase is 0.45% as compared to the net new construction between 2014 and 2015 of 1.07%.

Operating Expenditure Budget

1. State statutes require budgetary control at the total expenditure level by agency or department. However, the County's policy requires more stringent controls. The operating budget control is established for a department's fund budget by appropriation unit category or class of accounts (i.e. Personnel costs, Operating expenses, Interdepartmental charges, and fixed assets) for governmental funds, with the exception of the Tarmann Park Land Acquisition Fund which has bottom line expenditure control. For proprietary funds, capital projects and debt service funds total expenditure levels are the control limit.

2. The fixed asset capitalization level is at $5,000 to be consistent with Federal and State fixed asset capitalization levels and to efficiently administer the asset inventory tracking requirements imposed by Governmental Accounting Standards Board (GASB) pronouncement #34.

3. The County Executive establishes specific departmental operating budget tax levy target guidelines to limit county spending and taxes in budgets presented to the County Board by October 1st of each year.

   - Departments having Enterprise, Internal Service, and certain non-tax levy supported Special Revenue funds are expected to generate operating revenues sufficient to offset costs. At this time, tax levy is provided to the Airport enterprise fund budget to fund an estimated net operating loss, or to provide cash flow for fixed assets purchases. Internal Service fund operations receive no direct tax levy (although department revenues may be levy funded) and are limited to billing rate service charge increases at or near inflationary costs (with any proposed rate increases based on cost justification).

   - Special initiative requests or decision service package requests that are sound investments may receive funding over levy target amounts or cost to continue funding. If these requests are granted, they are based on need or specific cost/benefit, or return on investment justifications.

4. The Public Works Department includes a highway pavement replacement program in the Capital Projects budget. The estimated 15 to 20 year replacement cycle is implemented based on pavement ratings system to address safety concerns and highways with the greatest need of upgrade.

5. A five-year Vehicle/Equipment Replacement Plan is updated annually to specify the replacement cycle for county vehicles and equipment that meet the required criteria. Adopted by the County Board, the plan reduces year-to-year fluctuations in departments' fixed asset budgets, and helps to ensure that the County's vehicles and equipment are replaced before age or usage cause excessive maintenance costs and expensive equipment downtime. A Vehicle/Equipment Replacement Fund was created to implement this plan. Replacement vehicles and equipment are purchased from this fund, and user departments pay for the asset (and associated insurance coverage) through an annual charge similar to a lease (see the Public Works section, Vehicle/Equipment Replacement Fund).

6. The End User Technology Fund (EUTF) has evolved from a similar fund established in the 1996 Budget to provide funding for computer technology maintenance and equipment replacements on a regular schedule. A long-term plan is intended to manage overall costs and the year-to-year variation in budgeting requirements by basing computer and infrastructure replacement and repair decisions on changing technology and just-in-time replacement, maintenance and other economic issues. The fund is used to approximate "total cost of ownership concept" in the appropriate departmental program budget. This program has phased out tax levy subsidy by shifting it into appropriate department program budgets, but uses EUTF Fund Balance appropriations to fund depreciation expense and provides a small subsidy funding amount until all related costs can be absorbed by annual charges to departments. .

7. Health & Dental Insurance Fund is budgeted in Non-Departmental functional areas as an Internal Service Fund to make the self insured insurance costs more transparent in the budget. The Fund is used to account for all claims and costs filed against and paid by the County's self-funded insurance, the premiums paid for these plans, and costs associated with the wellness programs.

8. The Parks and Land Use department is responsible for the County's Grounds Maintenance and Parks Pavement Management Program. The department has established a three-year Parks maintenance program, which includes a parks roadway and parking lot maintenance program as well as continued maintenance of county grounds and park facilities as a priority area within the Department's operating budget.

Operating Expenditure Budget (cont.)

9. The Public Works Department maintains a five-year Building Improvement Plan. The five-year Building Improvement Plan identifies and prioritizes future building improvement projects, including mechanical infrastructure replacements required for proper maintenance of County facilities. The first year of these plans is included in the operating budget, and individual projects are usually less than $100,000. Therefore, the capital budget and related financing is not used to fund these projects.

10. The 2011 budget included the first long term plan for the Sheriff's jail equipment replacements, funded with prior year jail assessment fee revenues and some base budget equipment funding. In addition, Circuit Court services started a furniture and equipment replacement program in 2011 and funding continues for this program in the 2016 Budget.

Capital Improvement Plan

1. The County prepares and adopts a five-year capital improvement plan, which provides comprehensive planning, budget stability, and analysis of the long-range capital needs of the County. The plan describes details of each capital project, estimates the project cost and priorities, identifies funding, provides a cost/benefit or return on investment analysis justification, considers alternatives, and estimates the impacts to the operating budget.

2. A Capital Project is defined as an active or proposed non-recurring expenditure in one or more specified plan years, of an amount in excess of $100,000 (including non County funding sources) for a permanent fixed asset (building, land, or technology improvements or equipment installation), which has or extends the useful life of an existing fixed asset, usually in excess of seven years.

3. The Capital Plan maintains emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to crisis situations. New projects should be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Sec 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. This project methodology further identifies documentation and justification requirements to support the project from the first year included in the plan to project completion. Information Systems Technology projects are required to follow an established Technology review process that includes a business case analysis.

4. Operational impacts of capital projects indicate the annual on-going and one-time costs or savings associated with implementing the capital improvement program. The additional on-going impacts are included in the departments' operating budget requests. This includes providing for additional personnel, operating costs, needed fixed assets or any new/additional revenues to be achieved. Cost savings are also identified in the department's budget if base budget costs can be reduced or cost increases are offset or avoided. Major operating impacts (excluding Debt Service) in the budget are identified in each department's operating budget, and explained in further detail in the Capital Projects section. Debt Service impacts are also identified in further detail in the Debt Service section.

FINANCIAL MANAGEMENT POLICIES, CONT.

Debt Policy

1. Capital projects are in part financed through the issuance of general obligation promissory notes with a goal to borrow less than 80% of the net capital project expenditures. A long range goal to managing overall debt service is to use annual cash balances from tax levy and governmental fund balance to fund capital projects at a minimum of 20 percent of net capital expenditures. This "down payment", reduces the need to borrow additional funds and manages debt service growth in relationship to the operating budget. This also allows the County to manage the debt service to operating budget expenditures ratio at less than 10%.

   The five-year Debt Service Plan is based on net capital expenditures planned in the County's five-year Capital Plan. See Debt Service Activity data for current trends.

2. The County structures its debt borrowing issues with a moderate term of nine to ten years to maintain stable annual debt service payments and to avoid major fluctuations between years.
   - Promissory notes are amortized with larger payments in final years to integrate new debt with existing debt in order to achieve operating budget stability. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. (see Debt Service Section Requirements page and Projected Debt Service illustration page).
3. By state statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County, including Tax Increment Financing Districts. The County has over 95% availability of its statutory debt limit with the planned 2015 debt issue.

Reserve Policy

1. The County will maintain unassigned fund balances to provide necessary working capital (for at least eight weeks) to avoid cash flow interruptions and short-term borrowing to fund daily operations. These fund balance working capitals amounts are used to generate interest income and to assist in maintaining the County's Aaa/AAA bond ratings.
   - The unassigned Fund Balance to general and special revenue fund expenditures ratio is maintained at a minimum of 11%. The current target is 15%.
   - An explanation of the County's Fund Balance projections for each year-end December 31 is provided in the summary section of the adopted budget document and is published as part of the state mandated budget public notice issued in October of the preceding year.
2. There will be no shifting from Fund Balance reserves to offset continuous on-going operations, except to phase in new major service costs unlikely to be repeated and building project (one-time) improvements and equipment replacement plans, or to address the phase out of a significant loss of revenue. To the extent possible, reserves will be used to make investments to provide operating efficiencies over the long term.
3. The County's contingency fund provides for emergencies or other expenditures which could not have been planned for or anticipated during the budget review process. Contingency fund transfers are authorized by the Finance Committee (fund transfer) and/or the County Board (by ordinance) as allowed by state law, if the need is of sufficient urgency, and it is not a circumvention of the budget process.
4. When committed, assigned and unassigned fund balances are available for use, it is the county's policy to use committed fund balances first, followed by assigned amounts and then unassigned amounts. Additionally, all spendable, unrestricted revenue amounts in the Special Revenue funds (except for the Transportation Special Revenue Fund), Debt Service, and Capital Project Funds are assigned to be used for the purpose for which the fund was established (See "Fund Balance" entry in glossary near end of the book for definitions of the five Fund Balance classifications).

Investments

The County has adopted an investment policy with the primary objectives of preservation of capital in the overall portfolio, in order to protect investment principal, to maintain liquidity, and to maximize returns on investment. Investments are primarily limited to U.S. Treasury obligations, Government Agency Securities, taxable municipal (G.O.) bonds, Aaa rated Money Market Funds, and the State of Wisconsin Investment Pool. Significant management effort is directed toward managing the average and maximum life and duration of securities in the portfolio to ensure that liquidity needs are met. The County's CAFR complies with Governmental Accounting Standard Board (GASB) Statement 40 regarding disclosure of various investment risks, such as interest rate and custodial credit risk.

FINANCIAL MANAGEMENT POLICIES, CONT.

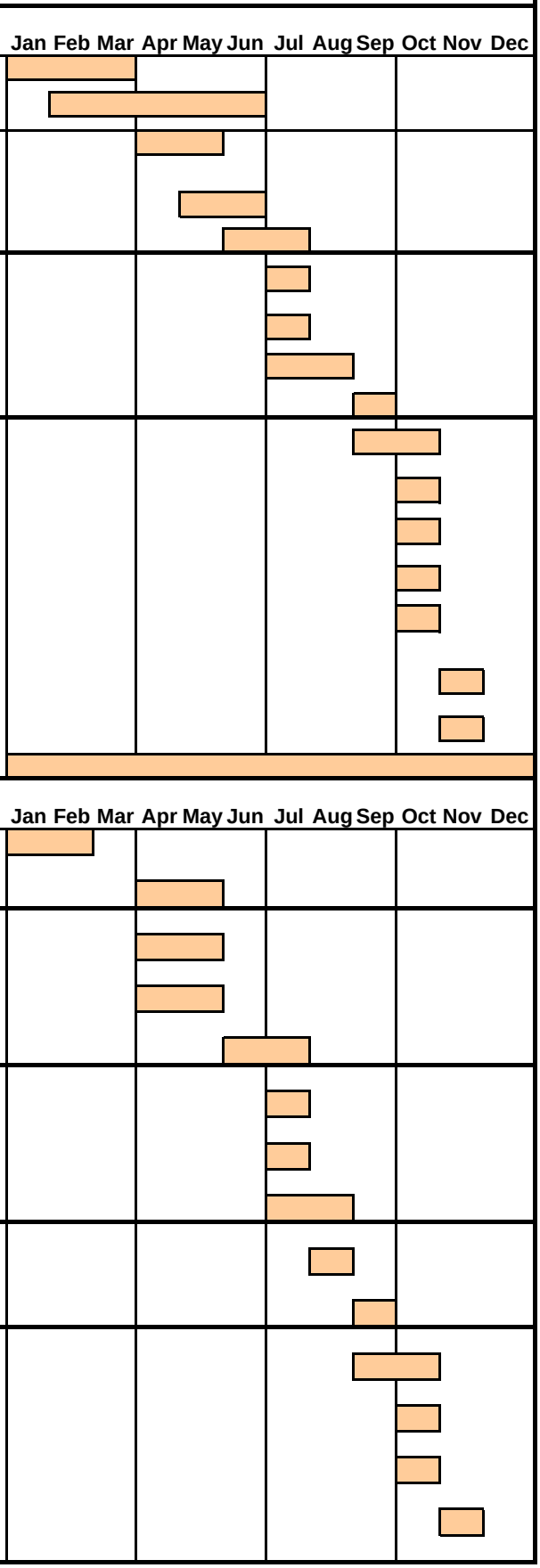
Accounting Policy and Basis of Budgeting

1. The official books and records of the County will be maintained in conformance with accounting principles generally accepted in the United States of America as promulgated by the Governmental Accounting Standards Board (GASB).
2. The accounting records of the County are maintained on the modified accrual basis of accounting for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds. Enterprise Funds, Internal Service Funds, and Fiduciary Funds are maintained with the full accrual basis of accounting. In general, under the modified accrual basis of accounting, revenues are recognized when they become measurable and available as net current assets. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. In addition, the County publishes entity-wide statements prepared on the full accrual basis. Under the full accrual basis of accounting, revenues are recognized when earned, and expenses are recognized when liabilities are incurred or economic asset used without regard to receipt or disbursement of cash. The County's fiscal year is on a calendar year basis from January 1 to December 31. An expanded explanation of the County's accounting policies is contained in the Notes to Combined Financial Statements in the Comprehensive Annual Financial Report (CAFR).
3. Budgetary control is maintained by a formal appropriation and encumbrance system. The annual budget approved by the County Board, is by department appropriation unit in each fund (with the exception of proprietary funds, and the Tarmann Land Acquisition special revenue fund which are controlled by total expenditure budgets and capital projects, which are controlled by project). An appropriation unit is a group of accounts within a department. Types of appropriation units include Personnel costs, Operating expenses, Interdepartmental charges, fixed assets and Improvements (capital outlay), and Debt Service. The appropriation unit within each department and within fund maintains budgetary control. Purchase orders or payment vouchers, which result in an overrun of the appropriation unit, are not released or paid until additional appropriations are made available in accordance with county policy.
4. An appropriation system of internal control will be maintained to provide reasonable, but not absolute, assurance regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that: (1) the cost of control should not exceed the benefits likely to be derived, and (2) the evaluation of costs and benefits requires estimates and judgments by management.
5. The County budget is adopted as required by state statutes and prepared on substantially the same basis as the financial statements. The basis of budgeting is in accordance with Generally Accepted Accounting Principals (GAAP). Budgetary expenditures include encumbrances, and budgetary revenues include all property taxes levied for the fiscal year and unrestricted Fund Balance appropriations. In addition, Proprietary Fund budgets do not budget for compensated absences and non-operating gains or losses on disposal of fixed assets. Fixed asset purchases and debt principal repayments in Proprietary Funds are shown as memo items for budget disclosure purposes to comply with state law. For certain funds with significant outside (i.e. non-county) capital investment, the county budgets only for the portion of depreciation expense proportionate to the County's contribution. The County does not budget for Jail Assessment fee revenues in the year they are received, but applies these fee payments on a one year delayed basis to fund jail capital projects, and related debt service and jail equipment replacements. Fiduciary Funds - are not included in the budget. The CAFR shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.
6. County policy, which is in accordance with state and federal requirements, provides for an annual audit of the financial records of the government by a competent certified public accountant. In addition to meeting the requirements set forth above, the audit is designed to meet the requirements of the federal Single Audit Act of 1984 and related U.S. Office of Management and Budget Circular A-133. The independent auditors' report on the general purpose financial statements, individual fund statements, and schedules are included in the financial section of the CAFR. The auditors' report that is related specifically to the single audit, is included in a separately issued single audit report.
7. Full disclosure for bond representation is provided in the County's official statement. In order to comply with SEC Rule 15c2-12, the County uses the Electronic Municipal Market Access (EMMA) continuing disclosure service, which has been designated by the Securities and Exchange Commission as the single repository for municipal bond continuing disclosure. The information is available at www.emma.msrb.org.

Capital and Operating Budget Process

Operating Budget Process	KEY DATES
Review prior year results/identify potential budget issues.	
Analyze impact of State budget on County funding/programs.	
Develop budget assumptions and Internal Service rates for the ensuing year.	
Department budget targets developed and issued.	June 9
Department budget development.	
Co. Executive holds Town Hall public hearing on budget.	July 15, 23, 30
Twitter town hall	July 29
Departments submit budget and new position requests.	
Department Heads present budget requests to Co. Executive.	
Executive budget prepared.	
Co. Executive message and budget presented to Co. Board.	Sep. 22
Publication of County Board Public Notice.	Sept. 29
Finance Committee holds public hearing on Proposed Budget.	Oct. 14
Committees review of Co. Executive Proposed Budget.	
Finance Committee reviews amendments and makes recommendation to Board.	
Co. Board votes for adoption/amendment of budget.	2nd Tues. in Nov.
Co. Executive vetoes (if necessary)- Co. Board action.	
Budget Monitoring.	

Capital Budget Process	KEY DATES
All open projects reviewed; completed projects closed.	
Project list developed and submitted to departments.	
Review of open and planned projects.	
Preliminary consideration of new project requests.	
Technical reviews of projects.	
Departments present project plans to Co. Executive.	
Co. Executive holds Town Hall public hearing on budget.	July 15, 23, 30
Twitter town hall	July 29
Executive review and decision making.	
Executive's capital budget and five-year plan developed.	
Executive presents five-year plan to Co. Board.	By Sep. 1
Committees review of five-year capital plan.	
Finance Committee holds public hearing on proposed budget.	Oct. 14
Board adopts/amends capital plan.	
Capital budget is adopted with operating budget.	2nd Tues. in Nov.



Return to Table of Contents

CAPITAL AND OPERATING BUDGET PROCESS

The annual budget process, under a County Executive form of government, is comprised of the development of both an operating budget and a capital budget with a five-year capital plan. Both processes involve department budget submittals to the County Executive for review and approval. The resulting Executive's Budget is then presented to the County Board and reviewed by County Board Committees as assigned by the County Board Chairman and as designated in County Code. Standing Committees review the budget and recommend amendments to the County Board. The Executive Committee reviews, prioritizes, and makes recommendations relative to the five-year capital plan for County Board consideration. The County Board considers Committee and individual supervisor amendments and adopts a budget. The County Executive may exercise a line item veto of provisions contained within the County Board adopted budget. The County Board reviews all vetoes and takes action to override or sustain vetoes.

The chronological sequence of events followed by the Capital and Operating Budget Processes is as follows:

	Capital Budget and Five Year Plan	Operating Budget
JAN-MAR (1st Qtr)	All open projects reviewed; completed projects closed List of current projects developed and submitted to departments	Review prior year results/identify potential budget concerns and issues to develop solutions Formulate budget strategies, planning and update forecast Analyze impact of State Budget on County funding and programs
APR-JUNE	Review of open and planned projects Preliminary consideration of new project requests Technical reviews of project requests by Facilities Management, DOA-Information Systems Division, DOA-Budget Division and Executive's Office	Develop budget assumptions for ensuing year Budget procedures instructions, Internal Service Rates updated and distributed to departments Budget training provided to County Board of Supervisors, department Heads and fiscal staff Departmental budget targets issued Departments submit new position requests
JULY-AUG	County Executive holds Town Hall meetings Departments present project plans to County Executive Executive review and decision making Executive's capital budget and five year capital plan developed and finalized	County Executive holds Town Hall meetings Departments submit budget requests DOA-Budget Division staff review and analyze budget requests Department administrators present budget requests to County Executive DOA-Employment Services Division, Budget Office, and Executive's Office review and recommend new/abolish positions DOA Budget staff make recommendations to Exec. Executive makes budget decisions
SEP-OCT	Executive presents five year capital plan to County Board County Board Chairman designates distribution Appropriate Board Committees review and recommend amendments Executive Committee reviews and considers committee recommendations Executive Committee presents resolution to adopt capital plan County Board acts on proposed amendments and adopts capital plan	Executive budget prepared County Executive message and budget document presented to County Board Publication of Public Notice Finance Committee holds Public Hearing on Executive's proposed budget Standing Committee budget reviews Finance Committee budget reviews and consideration of Committee amendments Human Resources Committee reviews and presents ordinance recommending new positions to County Board

CAPITAL AND OPERATING BUDGET PROCESS, CONT.

	Capital Budget and Five Year Plan	Operating Budget
NOV	Capital budget appropriations are made in conjunction with the adoption of the operating budget	County Board agendizes ordinance to adopt budget for second week of November Finance Committee presents ordinances to adopt budget, distributes and recommends budget amendments Standing Committees/Supervisor propose additional budget amendments County Board acts on amendments and adopts budget County Executive reviews budget and may line item veto County Board review/takes action on vetoes

Budget Amendment Process

The Waukesha County budget process operates pursuant to Section 65.90(5)(a) and (b), Wisconsin Statutes. Any expenditure change which deviates from the original purpose or amount approved in the adopted budget constitutes a “budget change” and must be approved by a two-thirds vote of the entire County Board. Budget changes made under this statutory provision, except for Finance Committee transfers described in #1 and #2 below, require the County to publish a class 1 notice within 10 days after a change is made. Failure to give notice precludes changes in the proposed budget.

To amend the budget an ordinance is prepared by the requesting department, reviewed by the Department of Administration and the County Executive. If the County Executive approves the ordinance, it is forwarded to the County Board for action. All such ordinances amending the County Adopted Budget require a two-thirds majority vote of the entire membership (17 votes of County Board).

State law also permits county boards to delegate specific budgetary fund transfer authority powers to its finance committee. In Waukesha County, the County Board, in accordance with State Statutes, has empowered the Finance Committee to authorize the following fund transfers:

1. To transfer funds between budgeted items of an individual office, agency or department, if such budgeted items have been separately appropriated.

2. To supplement the appropriation for a particular office, department or activity by transfers from the contingency fund. Committee transfers shall not exceed the amount set up in the contingency fund and may not exceed 10% of the funds originally appropriated for an individual office, department or activity. Transfers in excess of 10% must follow the budget amendment process.

If a transfer of funds is determined to be necessary and the above two criteria are met, then the requesting department prepares the transfer request and submits it to the DOA-Budget Division for review and a recommendation to the County Executive. If the County Executive approves the request, it is forwarded to the Finance Committee for action.

FINANCIAL STRUCTURE

Summary

Waukesha County (the County) was incorporated in January 1846, and operates in accordance with provisions set forth in Chapter 59 of the Wisconsin State Statutes. The County is governed by a County Board. In April 1991, the County elected its first County Executive to coordinate and direct all administrative and management functions of County government which are not vested in other elected officials. The Executive has the authority to propose and veto legislation, and formulate the County budget and veto in whole or in part the budget adopted by the County Board. A two-thirds vote (17 members) of the Board is required to override each County Executive veto.

The County provides many functions and services to citizens, including but not limited to law enforcement, justice administration, health and human services, parks, education and cultural activities, planning, zoning, land use, environmental including water quality, recycling and general administrative services. Other activities the County provides are public works services including highway operations, mass transit, airport and fleet and facilities maintenance. In addition, golf courses, ice arenas, a convention and meeting facility, and grounds are available for citizen use.

Fund Accounting

Similar to most government entities, the County organizes its finances on the basis of funds and account groups. Each fund is considered a separate accounting entity. Operations of individual funds are accounted for with a separate set of accounts that consists of its assets, liabilities, fund equity, revenue and expenditure or expenses, as appropriate. County resources are accounted for in each fund based on the purpose for which they are spent and by which spending activities are controlled. In 2002, the County implemented the new financial reporting mode required by Governmental Accounting Standards Board (GASB) Statement 34. In addition to traditional fund reporting, a statement of activities and statement of net assets are prepared on an entity-wide basis.

Fund Types

Funds are normally classified according to the accounting conventions which apply to them. The County presents financial statements in its Comprehensive Annual Financial Report (CAFR), grouped into three broad fund categories comprised of seven fund types as indicated below. Note however, the County does not budget for fiduciary fund types **(For more detailed information, see Fund Balance Projections and Fund Descriptions within the Summary.)**

"GOVERNMENTAL FUNDS" are governed by standards developed specifically for government activities.
General Fund -The General Fund is the general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.

Debt Service Funds - Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs, but excludes debt serviced by proprietary funds.

Capital Projects Funds - Capital Projects Funds are used to account for financial resources which are used for all acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust fund).

FINANCIAL STRUCTURE, CONT.

"PROPRIETARY FUNDS" are governed by the same accounting standards which apply to private business.

Enterprise Funds - Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Internal Service Funds - Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost reimbursement basis.

"FIDUCIARY FUNDS" are agency funds. **Note the County does not budget for these funds**.

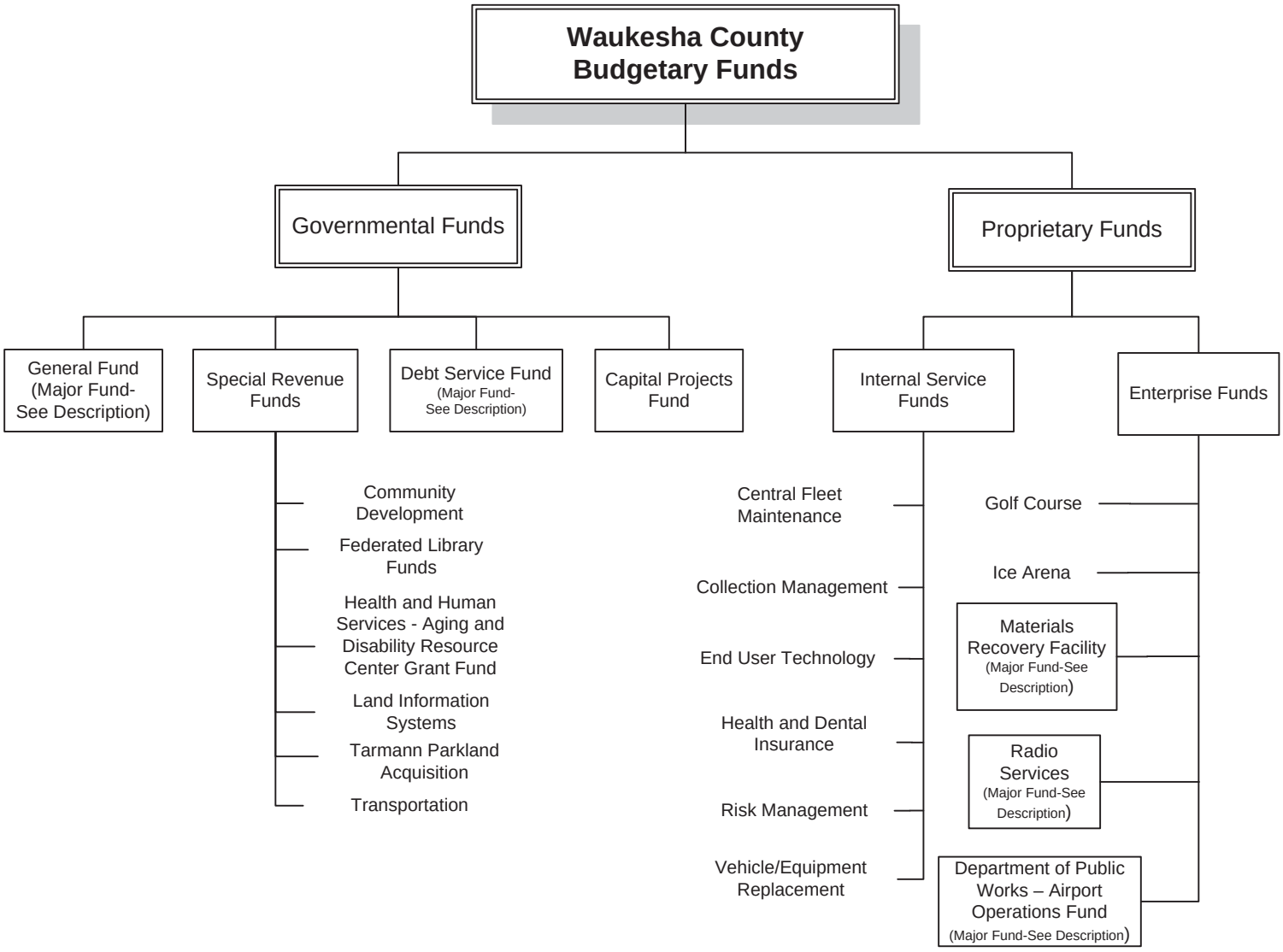
Agency Funds - Agency Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

"**MAJOR FUNDS"** -The County also presents financial statements in its Comprehensive Annual Financial Report (CAFR), grouped by Major and Non-Major fund. A fund is considered major if it is the primary operating fund of the County or meets the following criteria:

a) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type, and
b) The same element of the individual governmental fund or enterprise fund that met the 10 percent test is at least 5 percent of the corresponding total for all governmental and enterprise funds combined.
c) In addition, any other governmental or proprietary fund that the County believes is particularly important to financial statement users may be reported as a major fund.

The County has six major funds; General, Capital Projects, Debt Service, Airport, Radio Serivces and Materials Recovery Facility. . The County's financial structure and definition of major funds are included in the Budgetary Fund Structure organizational chart on the following page.

For more details regarding Basis of Accounting, refer to the County's Year End Comprehensive Annual Report (CAFR) Notes to Combined Financial Statements on the County's website at http://www.waukeshacounty.gov/Accounting/



GENERAL FUND - The General Fund is the primary operating fund of the County. It is used to account for resources traditionally associated with governments, except those required to be accounted for in another fund.

DEBT SERVICE FUND - The debt service fund is used to account for the accumulation of resources for the payment of general long-term debt principal, interest and service costs.

AIRPORT OPERATIONS FUND – A proprietary fund that accounts for the operation and maintenance of the County airport facilities and runways, located in Waukesha, Wisconsin.

RADIO SERVICES FUND – To account for the operation and maintenance of the County radio system, located in Waukesha, Wisconsin.

MATERIALS RECOVERY FACILITY FUND – To account for the operation and maintenance of the County recycling facility, located in Waukesha, Wisconsin.

FUND DESCRIPTIONS

The following are capsule descriptions of each County fund. To the right of each description are the total 2015 expenditures and property tax levy for that fund.

	2016 Expenditure Budget	2016 Tax Levy
GENERAL FUND		
The General Fund is the largest single County fund. It is the primary operating fund of the County. It accounts for all revenues that are not required to be processed through another fund. Almost two-thirds of General Fund revenue is received from taxes, but it also receives fines, fees, intergovernmental revenues, interest earnings, and other revenues.		
TOTAL GENERAL FUND	**$168,018,310**	**$83,069,019**
SPECIAL REVENUE FUNDS		
Special Revenue funds are used to account for the proceeds from specific revenue sources (other than expendable trust or major capital projects) that are legally restricted to expenditures for specific purposes.		
HHS - Aging and Disability Resource Center (ADRC) Contract Fund		
To account for Special revenue (Federal/State) funds needed to provide older adults and individuals with disabilities age 18 and above, and their families services with information, referral, assistance, long term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals and services related to aging or living with a disability.	$3,166,363	$0
Transportation Fund		
To account for funds needed to provide all services on the County trunk highway system and selected non-County roads, including: planning, designing, maintenance and construction and to account for state funds provided on a reimbursement basis for performing maintenance and repair on other projects as specified on all state trunk highways within the County. To account for state, federal, and local funds used to provide transit bus services to selected areas of the County.	$15,022,600	$2,900,070
Federated Library Funds		
To account for funds provided to maintain a member library system.	$5,469,440	$3,464,119
Community Development Fund		
To account for federal funds to provide to other governmental units or nonprofit organizations that aid low to moderate income and other disadvantaged persons.	$2,949,112	$0
Walter J. Tarmann Parkland Acquisition Fund		
To account for funds provided to acquire parkland and natural areas as identified in the Waukesha County Park and Open Space Plan.	$1,000,000	$0
Land Information Systems Fund		
To establish a County-wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information.	$770,066	$0
SPECIAL REVENUE FUND TOTALS	**$28,377,581**	**$6,364,189**

FUND DESCRIPTIONS

INTERNAL SERVICE FUNDS	2016 Expenditure Budget	2016 Tax Levy
Internal Service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost-reimbursement basis.		
End User Technology Fund To finance the common technology infrastructure for County users. The fund is managed on a total cost of ownership basis, and is designed to identify the services provided and resources required by the Information Systems staff to support end user departments. To account for the costs associated with the operation and maintenance of the County's central imaging, microfilming, records management services, contracted central printing, and mail room services. Costs are billed to user departments based on a time and material cost basis.	$7,434,889	$0
Vehicle/Equipment Replacement Fund To account for the costs associated with the financing of vehicle/equipment replacements when the individual item's cost equals or exceeds $7,500, and has a useful life of two or more years. Costs are billed to user departments based on the depreciable life of the asset.	$3,170,208	$0
Central Fleet Maintenance Fund To account for the costs associated with the maintenance, repairs and centralized fueling of all County-owned motorized equipment. Costs are billed to user departments based on work orders, time and material costs.	$4,090,150	$0
Risk Management Fund To account for the costs associated with loss control, the investigation and payment of employee claims, claims administration, and the transfer of risk to third parties through purchased insurance coverage. Costs are allocated to other County departments mostly on a claims experience/exposure basis, except for special insurance coverage, which are charged based on actual costs. This fund also accounts for funds invested in the Wisconsin Municipal Mutual Insurance Company (WMMIC). The County, together with certain other units of government within the State of Wisconsin, created WMMIC to provide general and police professional liability, errors and omissions, and vehicle liability coverage for counties or cities in Wisconsin.	$2,761,728	$0
Collection Management Fund To account for the costs associated with County-wide delinquent account collection activity. Costs are allocated to other County departments based on costs of services provided. Negative tax levy reflects payback of tax levy provided for startup costs in the early years of operation.	$900,312	-$30,000
Health and Dental Insurance Fund The Health Insurance Fund is an interest-bearing Internal Service Fund established to provide for and effectively manage the health and dental benefits for County employees, elected officials, retirees, and dependents.	$23,348,500	$0
INTERNAL SERVICE FUND TOTALS	**$41,705,787**	**-$30,000**

FUND DESCRIPTIONS

	2016 Expenditure Budget	2016 Tax Levy
ENTERPRISE FUNDS		
Enterprise funds are used to account for operations (1) that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.		
Radio Service Fund		
To account for operations and maintenance of County-wide radio services. Customers are billed on a fee for service basis.	$1,811,697	$0
Golf Courses Fund		
To account for operations and maintenance of the three County golf courses.	$3,178,577	$0
Ice Arenas Fund		
To account for operations and maintenance of the two County ice arenas.	$1,180,525	$0
Department of Public Works - Airport Operations Fund		
To account for Department of Public Works Airport operations and development of the County airport.	$1,179,441	$152,563
Materials Recycling Facility Fund		
To account for operations and maintenance in the processing and marketing of recyclable materials collected from municipalities within the County program.	$4,507,866	$0
ENTERPRISE FUND TOTALS	**$11,858,106**	**$152,563**
DEBT SERVICE FUNDS		
Debt service funds are used to account for the accumulation of resources for the payment of general long-term debt principal, interest, and services costs (Excludes debt services budgeted in Internal Service and Enterprise Funds). For further detailed information, see Debt Service Section.		
TOTAL DEBT SERVICE FUNDS	**$14,653,617**	**$13,109,500**
CAPITAL PROJECTS FUNDS		
All capital project funds used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).		
TOTAL CAPITAL PROJECTS FUNDS	**$20,782,800**	**$1,747,000**
TOTAL ALL FUNDS	**$285,396,201**	**$104,412,271**

Return to Table of Contents

Justice
&
Public Safety

Return to Table of Contents

TABLE OF CONTENTS
JUSTICE AND PUBLIC SAFETY

Justice and Public Safety Functional Area.....71

Emergency Preparedness
All Funds.....79
Fund: General - Emergency Management..... 82
Fund: Radio Services..... 90

District Attorney
Fund: General 95

Circuit Court Services
Fund: General 103

Medical Examiner
Fund: General 117

Sheriff
Fund: General 123

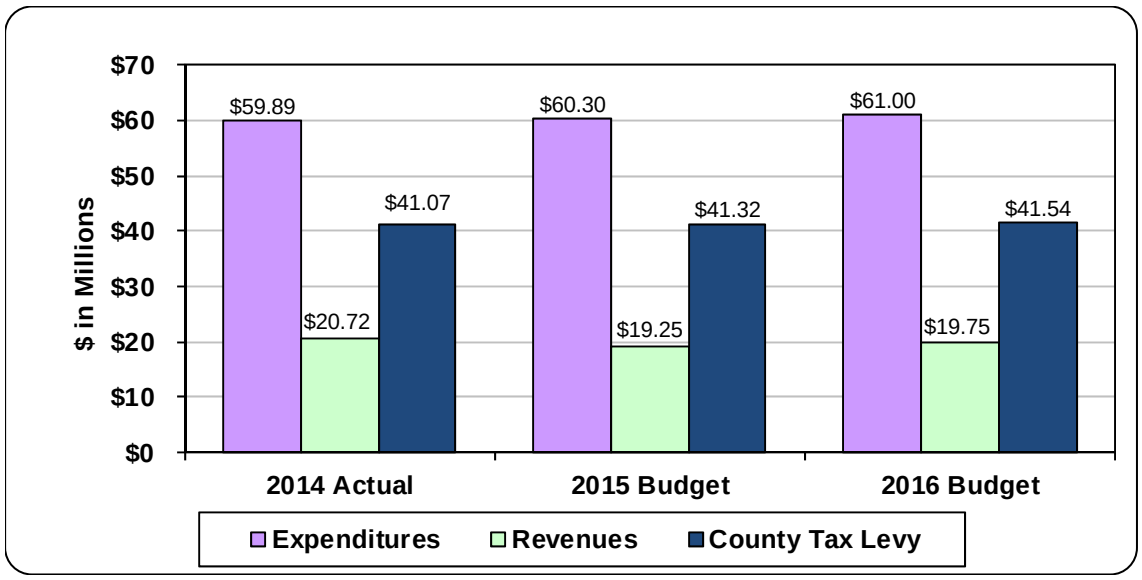
JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

The budgets within this functional area provide local law enforcement, corrections, support to State and County court operations and legal services, as well as emergency response and emergency communications. The **Department of Emergency Preparedness** includes the **Communication Center** operations, which provide emergency dispatch services for County departments including the Sheriff's Department, and 30 municipalities that agreed to join in the collaborative service venture. **Emergency Management** coordinates all of the disaster-related planning, training of local officials, response activities and recovery efforts. **Radio Service** operations maintain the County's Radio communication infrastructure. The **District Attorney** staff prosecutes State and local violations of law and provides services to crime victims through the **Victim/Witness and Victims of Crime Act (VOCA)** programs. For administration and budgetary purposes, the Register in Probate, Juvenile Court, Court Commissioner and Family Court Services budgets are merged together with the Clerk of Court's operating budget under an umbrella agency known as **Circuit Court Services**. The Clerk of Courts Office provides administrative support for the state and local court system within Waukesha County, including civil, family, and criminal and traffic courts. The Probate Court, Juvenile Court, and Court Commissioner functions assist court operations in their specific areas as well as operate Family Court Services. The **Medical Examiner's Office** investigates deaths in Waukesha County as mandated by Wisconsin State statutes to ensure the safety, health, and general welfare of the community and provides contracted medical examiner services to Walworth and Washington Counties. The **Sheriff's Department** provides patrol, investigation, and specialized law enforcement services to the entire County. Courtroom security and transportation are provided to court support operations through interdepartmental agreements. The Department also operates correctional facilities that include the County jail (prisoners awaiting trial and those serving jail terms of less than one year) and the Huber jail (minimum-security facility for work release prisoners).

Not included in this functional area are Justice and Public Safety related capital projects (see Capital Projects Section) and purchases of most vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in Public Works Functional Area), and technology replacements in the End User Technology Fund in General Administration Functional Area).

The 2016 expenditure budget for this functional area totals $61,004,700, after excluding proprietary fund capitalized fixed asset items. This represents an increase of $702,600 or 1.2% from the 2015 Adopted Budget. Revenues, including fund balance appropriations in the 2016 Budget total $19,745,300, an increase of $491,500 or 2.6% from the 2015 Adopted Budget. The County tax levy necessary to fund this functional area totals $41,540,300, an increase of $219,500 or 0.5% from the 2015 Adopted Budget. Tax Levy in this functional area represents 40% of the total County Tax Levy.



Return to Table of Contents

** JUSTICE AND PUBLIC SAFETY **

Functional Area Summary by Agency

	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	%
*** TOTAL JUSTICE & PUBLIC SAFETY ***						
Revenues (a)	$20,718,780	$19,253,785	$20,354,076	$19,745,273	$491,488	2.6%
County Tax Levy	$41,069,128	$41,320,833	$41,320,833	$41,540,322	$219,489	0.5%
Expenditure (b)	$59,893,334	$60,302,142	$60,376,894	$61,004,702	$702,560	1.2%
Rev. Over (Under) Exp.	$715,290	$0	$76,547	$0	$0	N/A
Oper Income/(Loss) (c)	$1,179,284	$272,476	$1,221,468	$280,893	$8,417	3.1%
BREAKDOWN BY AGENCY						
EMERGENCY PREPAREDNESS						
Revenues (a)	$4,396,184	$2,776,860	$3,753,474	$2,852,081	$75,221	2.7%
County Tax Levy	$5,340,883	$5,381,883	$5,381,883	$5,439,372	$57,489	1.1%
Expenditure (b)	$8,571,597	$7,886,267	$7,939,376	$8,010,560	$124,293	1.6%
Rev. Over (Under) Exp.	($13,814)	$0	($25,487)	$0	$0	N/A
Oper Income/(Loss) (c)	$1,179,284	$272,476	$1,221,468	$280,893	$8,417	3.1%
DISTRICT ATTORNEY						
Revenues	$626,154	$590,193	$618,258	$679,539	$89,346	15.1%
County Tax Levy	$1,769,187	$1,807,337	$1,807,337	$1,833,337	$26,000	1.4%
Expenditure	$2,279,548	$2,397,530	$2,354,950	$2,512,876	$115,346	4.8%
Rev. Over (Under) Exp.	$115,793	$0	$70,645	$0	$0	N/A
CIRCUIT COURT SERVICES						
Revenues (a)	$3,649,095	$3,670,784	$3,773,234	$3,722,200	$51,416	1.4%
County Tax Levy	$5,574,481	$5,574,481	$5,574,481	$5,540,181	($34,300)	-0.6%
Expenditure	$8,753,375	$9,245,265	$9,155,932	$9,262,381	$17,116	0.2%
Rev. Over (Under) Exp.	$470,201	$0	$191,783	$0	$0	N/A
MEDICAL EXAMINER						
Revenues	$783,820	$1,226,751	$1,221,463	$1,247,049	$20,298	1.7%
County Tax Levy	$976,310	$980,310	$980,310	$955,610	($24,700)	-2.5%
Expenditure	$1,659,531	$2,207,061	$2,153,759	$2,202,659	($4,402)	-0.2%
Rev. Over (Under) Exp.	$100,599	$0	$48,014	$0	$0	N/A
SHERIFF						
Revenues (a)	$11,263,527	$10,989,197	$10,987,647	$11,244,404	$255,207	2.3%
County Tax Levy	$27,408,267	$27,576,822	$27,576,822	$27,771,822	$195,000	0.7%
Expenditure	$38,629,283	$38,566,019	$38,772,877	$39,016,226	$450,207	1.2%
Rev. Over (Under) Exp.	$42,511	$0	($208,408)	$0	$0	N/A

(a) The 2016 Budget includes a total of $1,248,033 of General Fund Balance appropriations, of which $349,841 is in Emergency Preparedness, $126,469 is in the Sheriff's Department, and $20,000 is in Circuit Court Services. The 2016 Budget also includes $751,723 of Radio Services Fund Balance. The 2015 Budget includes a total of $1,332,120 of General Fund Balance appropriations, of which $348,841 is in Emergency Preparedness, $209,869 is in the Sheriff's Department, and $20,000 is in Circuit Court Services. The 2015 Budget also includes $753,410 of Radio Services Fund Balance.

(b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service principal payments and proprietary fund retained earnings.

(c) Operating income amounts generated from enterprise fund operations are retained in fund balance and do not result in a reduction of Tax Levy funding for other operations.

Return to Table of Contents

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Emergency Preparedness** General Fund 2016 Budget total expenditures are increased by $111,500, mostly due to cost to continue existing personnel, as well as an increase in the Disaster Management Division to fund the coordination of planning, training, and response activities. The budget also includes fixed asset expenditures of $165,000, mostly for one-time costs associated with the upgrade of the Computer Aided Dispatch (CAD) software. Fund balance of $120,000 is budgeted to fund the CAD upgrade as well as about $146,800 to assist the department in phasing in the costs of the adding telecommunicators in prior budgets. This fund balance use will be phased out in future budgets. The 2016 tax levy for Emergency Preparedness increases $57,500 or 1.1% to $5.4 million.
- **Radio Services** expenditures increase $12,800 and reflect a continuation of expenditures associated with maintaining the new digital trunked radio system. System maintenance costs are charged to users, based on the formula established in the 2014 Trunked Radio System Contract Addendum.
- **Sheriff** expenditures increase $450,200 or 1.2% on a base of nearly $39 million. Overall net personnel costs of $30.6 million are budgeted to increase by $105,100 or 0.3%. Personnel costs were held to modest increases mostly due to cost to continue existing staff being offset with: staff turnover, a reduction in insurance costs due to turnover and changes in benefit selection, and $79,200 in cost savings associated with an unfunded deputy sheriff position.
- The **Sheriff's** budget includes an overall reduction in **personnel** of 1.0 FTE. The department unfunded 1.0 FTE deputy sheriff position to fund the creation of a 1.0 FTE Program and Projects Analyst and another 1.0 FTE deputy sheriff position due to reduced School Resource Officer (SRO) service needs, as requested by the Norris School District. A revenue decrease is also budgeted in response to this service reduction.
- Variable costs associated with the **inmate population** in the **Jail and Huber** facilities are increased significantly in this budget. **Inmate medical** costs are budgeted to increase by $140,600 or 8.4% to a total cost of $1.81 million. While the base medical care contract was held to a 2.5% increase, an additional $103,000 in medical coverage was added to address the needs of the inmate population. Inmate food services costs decrease $4,500 overall to $631,000 and reflect a reduction to the assumed number of meals (due to a reduced inmate population), partially offset by a slight increase in the cost per meal.
- **Commissary** and **pay phone commission** revenues in the Jail and Huber facilities increase $137,300 overall to $1.35 million. This reflects the expansion of the commissary program (budgeted expenditures are increased accordingly) and a favorable commission amount being negotiated into the new phone contract.
- **Jail prisoner board revenues** remain nearly flat, at $1.51 million and include a reduction of $10,000 for probation and parole holds, offset by increases of $5,600 and $3,700 for State DOC and municipal holds respectively. The budget also assumes no change in federal prisoner revenue, which represents 32.22 inmates per day.
- The **Sheriff's** budget includes interdepartmental **vehicle costs** of $1.69 million for vehicle replacement, maintenance and fuel. These costs are increasing by approximately $33,600, mostly due to an overall increase in maintenance costs for the new patrol vehicle (Tahoe).
- **Patrol Contract,** school resource officer, and DARE revenues increase by about $45,900 or about 1% to $4,868,600, reflecting a $96,500 increase for the patrol contract, partially offset by a $51,700 reduction in revenue related to the elimination of a SRO in the Norris School District.
- **Prisoner transport, conveyance, and court security** interdepartmental revenues are budgeted to decrease $15,300 overall to reflect reduced actual experience in services provided due to increased use of video conferencing by Circuit Court Services and reduced transport needs by HHS.

- Also included in the **Sheriff's** budget is $130,000 in expenditures for the first-year of an equipment replacement plan for non-jail items (a similar plan already exists for the Jail and Huber facilities). This plan is funded with $65,000 of prior year seized funds revenues (reserved General Fund balance) and $65,000 of General Fund balance.
- Revenue in the **Process/Warrant Service** program area is reduced $25,000, mostly to reflect a reduction in revenue from Sheriff's sales, due to fewer foreclosures associated with the improving economy.
- The **Sheriff's** budget also includes $23,900 for the replacement of a **canine unit**, funded with a donation anticipated in 2016.
- Non-levy revenues in **Circuit Court Services** increase $51,400 overall. Fine and forfeiture revenues decrease $22,200 and reflect declining caseload trends. Charges for services revenue also decrease by $35,000 overall, mostly due to a reduction in custody and placement evaluations revenues – due to reduced volume of studies requested, partially offset with an increase to guardian ad litem cost recovery revenues. Reductions in several revenue categories are offset by an anticipated increase of $70,900 to the Circuit Court Support Grant from the State, based on favorable news in 2015.
- **Circuit Court Services** expenditures increase $17,100 or about 0.2% to $9.3 million. Personnel costs are held nearly flat, mostly due to cost to continue existing personnel, partially offset by the unfunding of 1.75 FTE positions (resulting in savings of $120,900). Two administrative specialist positions were unfunded by 0.5 FTE, making each position part-time beginning in 2016. Also, 0.75 FTE of a social worker position was unfunded in response to the decrease in custody and visitation studies. The department has budgeted $20,000 in contracted services to meet unanticipated volume increases or service needs.
- Department-wide operating expenditures in **Circuit Court Services** are held to an increase of $12,400, or 0.8% overall, as efforts to incorporate Lean practices and lower case filing volume have contributed to lower operating costs in areas like medical services, court appointed counsel, and jury expenses. These changes and the increase to the Court Support Grant allowed the department to reduce tax levy by $34,300.
- The **District Attorney's** 2016 budget reflects an expenditure and revenue increase of $115,000 to recognize the receipt of a Violence Against Women Act STOP grant in the Prosecution Division, which will fund a special prosecutor dedicated to cases of violence against women. The budget also anticipates a reduction to the reimbursement percentage for the State Victim Witness reimbursement grant from 56% to 54% based on information from the state, resulting in a revenue reduction of $9,700. The federal Victims of Crime Act (VOCA) grant funding continues to be budgeted for 100% reimbursement of expenditure levels.
- The **Medical Examiner's Office** budget reduces expenditures by $4,400 or 0.2% overall. 2016 is the second year of the regional initiative with Walworth and Washington Counties and several minor expenditure and revenue adjustments have been made to address actual experience since the original budget was built for 2015. Personnel costs increase by $42,400 overall, mostly due to the creation of a Deputy Medical Examiner (Pathology Assistant) and cost to continue existing personnel. Temporary extra help and overtime in the personnel appropriation unit and third party temporary help in the operating appropriation unit were reduced a total of $40,900 to recognize the elimination of expenditures that were intended to fund pathology assistance in lieu of creating an additional position in the 2015 Budget.
- The **Criminal Justice Collaborating Council (CJCC--see table of contents, Health and Human Services Functional Area Section)** with participation from the Sheriff, District Attorney and Courts management personnel continues to carry out targeted programs, projects and special studies to recommend and implement comprehensive changes aimed at reducing jail inmate recidivism and controlling jail inmate population growth and reducing the number of jail days inmates serve to help control variable jail costs.

BUDGETED POSITIONS 2014-2016
SUMMARY BY AGENCY AND FUND

JUSTICE AND PUBLIC SAFETY

Agency	Fund	2014 Year End	2015 Adopted Budget	2015 Modified Budget	2016 Budget	15-16 Change
EMERGENCY PREPAREDNESS	General	55.05	57.05	57.05	57.05	0.00
	Radio Services	5.35	5.35	5.35	5.35	0.00
	Subtotal	60.40	62.40	62.40	62.40	0.00
DISTRICT ATTORNEY	General	29.50	29.50	29.50	29.50	0.00
CIRCUIT COURT SERVICES	General	90.00	88.00	88.00	86.25	(1.75)
MEDICAL EXAMINER	General	11.00	15.00	15.00	16.00	1.00
SHERIFF	General	354.00	354.00	354.00	353.00	(1.00)
	TOTAL REGULAR POSITIONS	544.90	548.90	548.90	547.15	(1.75)
	TOTAL EXTRA HELP	8.34	8.88	8.88	9.91	1.03
	TOTAL OVERTIME	13.54	13.19	13.19	13.17	(0.02)
	TOTAL BUDGETED POSITIONS	566.78	570.96	570.96	570.23	(0.74)

2016 BUDGET ACTIONS

Emergency Preparedness
Increase: 0.08 Overtime

Circuit Court Services
Unfund: 0.75 FTE Social Worker in Family Court Services
Unfund: 0.50 FTE Administrative Specialist in Civil Division
Unfund: 0.50 FTE Fiscal Specialist in the Register in Probate Office
Increase: 1.52 FTE Temporary/Extra Help
Reduce: 0.05 FTE Overtime

District Attorney
Abolish: 0.5 FTE Victim/Witness Specialist
Abolish: 0.5 FTE Victim/Witness Specialist
Create: 1.0 FTE Victim/Witness Specialist
Reduce: 0.02 FTE Extra Help

Medical Examiner
Create: 1.00 FTE Deputy Medical Examiner / Path. Assistant
Reduce: 0.53 FTE Extra Help
Reduce: 0.05 FTE Overtime

Sheriff
Create: 1.00 FTE Programs and Projects Analyst in the Administrative Services Program
Unfund: 2.00 FTE Deputy Sheriff in the Patrol Program
Unfund: 1.00 FTE Senior Corrections Counselor in the Inmate Security and Services-Huber Program
Fund: 1.00 FTE Corrections Supervisor in the Inmate Security and Services-Jail Program
Increase: 0.03 FTE Temporary Extra Help in the Administrative Services Program
Increase: 0.03 FTE Temporary Extra Help in the Court Security Program

2015 CURRENT YEAR ACTIONS

Circuit Court Services
Transfer: 1.00 FTE Fiscal Specialist from the Juvenile Division to Administration

Return to Table of Contents

THIS PAGE LEFT BLANK

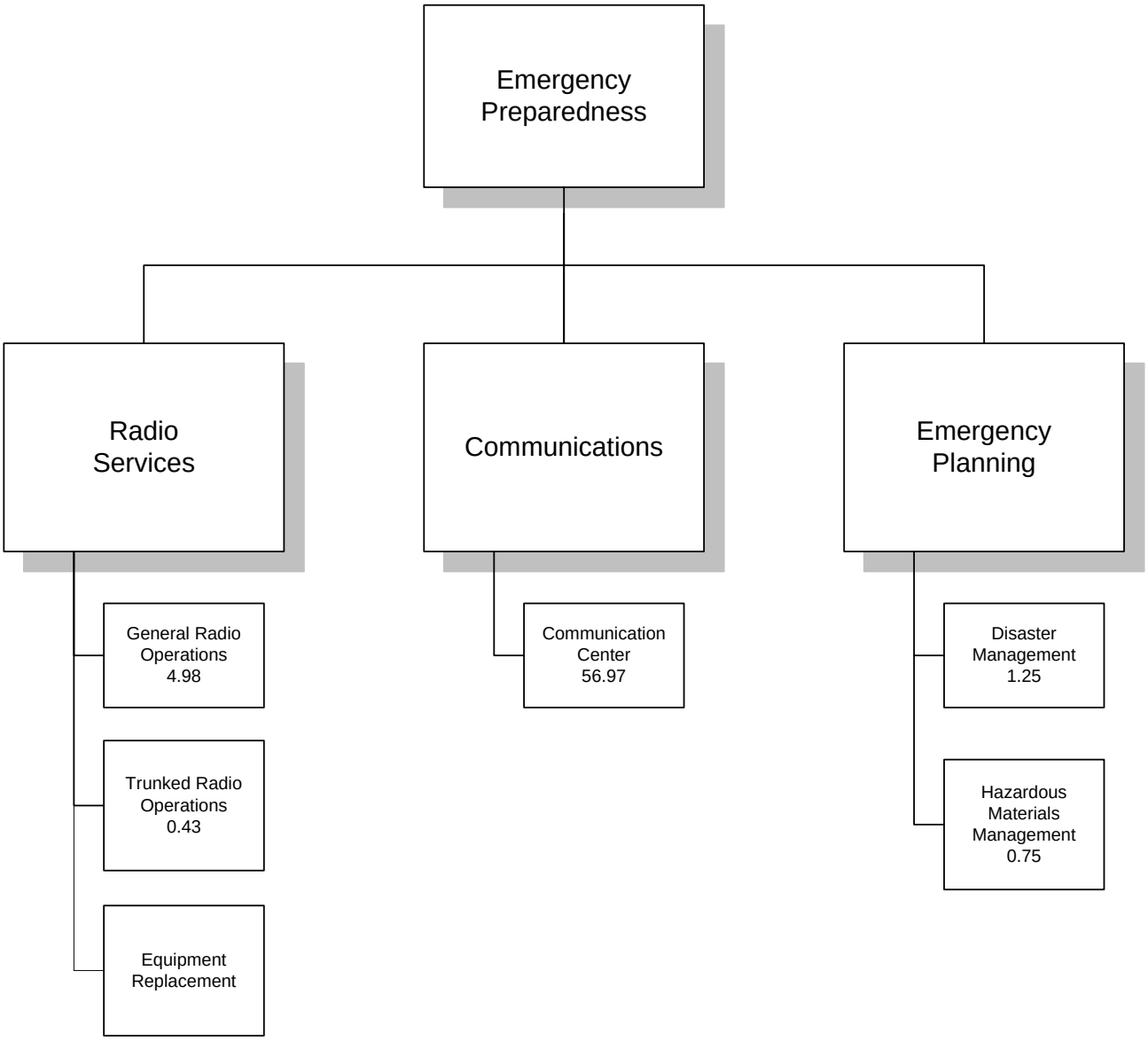
Return to Table of Contents

Emergency Preparedness

Return to Table of Contents

EMERGENCY PREPAREDNESS

FUNCTION / PROGRAM CHART



64.38 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Return to Table of Contents

Statement of Purpose

It is the mission of the Department of Emergency Preparedness to ensure that county and local governments have emergency response plans in place with information sharing capabilities to quickly respond to all types of disasters, personal safety and security situations. The essence of the mission is to provide a comprehensive emergency management system with public safety telecommunications and information technologies to ensure that emergency service personnel can provide the highest level of response in a timely and efficient manner.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
General Fund						
Revenues (a)(c)	$489,738	$705,463	$721,367	$759,491	$54,028	7.7%
County Tax Levy	$5,340,883	$5,381,883	$5,381,883	$5,439,372	$57,489	1.1%
Expenditures	$5,844,435	$6,087,346	$6,128,737	$6,198,863	$111,517	1.8%
Rev. Over (Under) Exp.	($13,814)	$0	($25,487)	$0	$0	N/A
Radio Services Fund						
Revenues (b)(c)	$3,906,446	$2,071,397	$3,032,107	$2,092,590	$21,193	1.0%
County Tax Levy (Credit)	$0	$0	$0	$0	$0	N/A
Expenditures	$2,727,162	$1,798,921	$1,810,639	$1,811,697	$12,776	0.7%
Operating Income	$1,179,284	$272,476	$1,221,468	$280,893	$8,417	3.1%
Total All Funds						
Revenues (c)	$4,396,184	$2,776,860	$3,753,474	$2,852,081	$75,221	2.7%
County Tax Levy	$5,340,883	$5,381,883	$5,381,883	$5,439,372	$57,489	1.1%
Expenditures	$8,571,597	$7,886,267	$7,939,376	$8,010,560	$124,293	1.6%
Rev. Over (Under) Exp.	($13,814)	$0	($25,487)	$0	$0	N/A
Operating Income	$1,179,284	$272,476	$1,221,468	$280,893	$8,417	3.1%
Position Summary (FTE)						
Regular Positions	60.40	62.40	62.40	62.40	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	2.28	1.90	1.90	1.98	0.08	
Total FTEs	62.68	64.30	64.30	64.38	0.08	

(a) General Fund Balance is budgeted as follows: 2016: $349,841 2015: $348,841; 2014: $83,000.

(b) Radio Services Fund Balance is appropriated as follows: 2016: $751,723; 2015: $753,410; 2014: $173,746; to partially cover depreciation expenses of federally funded capitalized assets.

(c) Revenues exclude County Tax Levy Funds.

Emergency Preparedness

Fund Purpose

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, and public works agencies throughout the County. Effectively and efficiently, process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The County Communication Center operates in 30 of the cities, villages, and towns in the County, as well as county-wide for the Sheriff's Department. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards, which impact the health, safety and general welfare of all Waukesha County citizens; and to implement and administer the planning and reporting requirements for hazardous substances used by business, industry and government (Emergency Planning and Community Right-to-Know Act [EPCRA]). The Department is also responsible for business continuity planning, training, and related exercise for County departments.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$278,997	$277,113	$294,177	$276,017	($1,096)	-0.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$77,741	$79,509	$77,499	$83,533	$4,024	5.1%
Interdepartmental	$0	$0	$0	$50,000	$50,000	N/A
Other Revenue	$0	$0	$850	$100	$100	N/A
Appr. Fund Balance (a)	$133,000	$348,841	$348,841	$349,841	$1,000	0.3%
County Tax Levy (Credit)	**$5,340,883**	**$5,381,883**	**$5,381,883**	**$5,439,372**	**$57,489**	**1.1%**
Total Revenue Sources	**$5,830,621**	**$6,087,346**	**$6,103,250**	**$6,198,863**	**$111,517**	**1.8%**
Expenditures						
Personnel Costs	$4,640,725	$4,634,391	$4,674,688	$4,782,004	$147,613	3.2%
Operating Expenses	$591,727	$731,867	$735,072	$675,573	($56,294)	-7.7%
Interdept. Charges	$563,983	$564,088	$561,977	$576,286	$12,198	2.2%
Fixed Assets	$48,000	$157,000	$157,000	$165,000	$8,000	5.1%
Total Expenditures	**$5,844,435**	**$6,087,346**	**$6,128,737**	**$6,198,863**	**$111,517**	**1.8%**
Rev. Over (Under) Exp.	($13,814)	$0	($25,487)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	55.05	57.05	57.05	57.05	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	2.16	1.84	1.84	1.92	0.08	
Total FTEs	57.21	58.89	58.89	58.97	0.08	

(a) 2016 Appropriated Fund Balance includes: $48,000 for planned equipment replacement items (Zetron replacement and dispatch center chairs), $35,000 for unanticipated emergency equipment replacement needs, $40,000 to continue to assist with phasing in the costs of the New Berlin call center activity, $106,841 to continue phasing-in the funding of 2.0 FTE telecommunicator positions, and $120,000 to fund the CAD system upgrade (one-time fund balance).

Return to Table of Contents

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: A safe county

Objective 1: Meet and exceed the National Fire Protection Association (NFPA) Standard 1221 which states that 95% of emergency calls be answered within 15 seconds and 99% within 40 seconds in an effort to improve response time and dispatch calls in a timely manner. (Communication Center Operation)

Key Outcome Indicator: The percentage of emergency calls that will be answered within 15 seconds and 40 seconds to meet the NFPA standards.

Performance Measures:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Answer call within 15 seconds	95%	95%	98.0%	95%
Answer call within 40 seconds	99.74%	99%	100.0%	99%

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill.

Objective 2: Meet or exceed NFPA standards for call processing for fire and medical calls for service and meet or exceed a 60 second call processing time for Police Priority 1 Calls.

These numbers are based on 100% of 50 randomly selected respective call types on a monthly basis to be prepared by WCC Supervisors and shared with appropriate protocols committees.

A. **Fire Calls:** NFPA standards say 80% of calls shall be completed within 60 seconds, and 95% of calls shall be completed in 106 seconds.

Performance Measures:	Standards	2014 Actual	2015 Target	2015 Estimate	2016 Target
Fire Calls (60 seconds)	80%	83 Seconds	85 Seconds	76 Seconds	75 Seconds
Fire Calls (106 seconds)	95%	90 Seconds	106 Seconds	84 Seconds	106 Seconds

B. **EMS Calls:** NFPA standards say 90% of calls shall be completed within 90 seconds, and 99% of calls shall be completed within 120 seconds.

Performance Measures:	Standards	2014 Actual	2015 Target	2015 Estimate	2016 Target
EMS Calls (90 seconds)	90%	87 Seconds	90 Seconds	86 Seconds	90 Seconds
EMS Calls (120 seconds)	99%	89 Seconds	120 Seconds	90 Seconds	120 Seconds

C. **Priority 1 Police Calls:** Department internal standards say 90% of calls shall be completed within 60 seconds.

Performance Measures:	Standards	2014 Actual	2015 Target	2015 Estimate	2016 Target
Priority 1 Police Calls (60 seconds)	90%	40 Seconds	60 Seconds	40 Seconds	40 Seconds

Objective 3: Meet the Medical Priorities Standards for Protocol Compliance needs for accreditation.

Key Outcome Indicator: Measuring the County's Dispatch Center against established standards is an objective way for the Department to determine progress and overall effectiveness of the program. The standards that have been established by the National Academy state that a certain portion of calls must be monitored for quality assurance and meet the standards listed below.

Performance Measures:	Standard	2014 Target	2014 Actual	2015 Target	2015 Estimate	2016 Target
Case Entry	95%	95%	98%	95%	97%	95%
Chief Complaint	95%	95%	98%	95%	99%	95%
Key Questions	90%	90%	99%	90%	99%	90%
Pre Arrival Instruct	95%	95%	94%	95%	93%	95%
Post Dispatch Inst	90%	90%	99%	90%	100%	90%
Final Coding	90%	90%	90%	90%	98%	90%
Overall Score	90%	90%	99%	90%	98%	90%

Note: Targets have been adjusted with focused attention to attain accreditation standard scoring in all areas of measurement. Once accreditation standards have been met in all categories, broader focus on continual improvement and exceeding standards will be pursued.

Key Strategic Outcomes: A county that provides customers with quality programs and services.

Objective 4: To plan, develop, implement and maintain an effective and informative Community Education Plan highlighting the operations of the Communication Center and staff (shared objective with IT).

Key Outcome Indicator: Begin to assess 'hits' on the website, indicating the number of individuals monitoring our information stream.

Performance Measures:	2014 Actual	2015 Target	2015 Estimate	2016 Target	2017 Target
Hits on website	N/A	100	3,400	5,000	10,000

Key Outcome Indicator: Participation of the Community Education Team at local public safety and educational events.

Performance Measures:	2014 Actual	2015 Target	2015 Estimate	2016 Target	2017 Target
Number of Events Attended	12	15	14	20	20
Number of Hours in Attendance	39.5	40	40	45	50

County-Wide Key Strategic Outcome: A safe county

Objective 5: Conduct activities in all five nationally recognized phases of Emergency Management including mitigation, prevention, preparedness, response, and recovery.

Key Outcome Indicators: The chart indicates participation in activities related to disaster response exercises, emergency response training, public education, and review of County-wide emergency operations plans.

Performance Measures:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Exercise Activities	354	150	350	350
Number of Training Activities	326	225	225	250
Number of Planning/Coordination of EM Activities	3,044	2,500	4,000	4,000
Number of Incident Support Activities	442	300	300	300
Public Education Activities	106	100	100	100
Percentage of Comprehensive Emergency Management Plan reviewed	100%	100%	100%	100%

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 6: Carry out the functions and duties of the Federal Emergency Planning and Community Right to Know Act (EPCRA) and Wisconsin Statute 323.60 through 323.72 pertaining to hazardous material preparedness, response, and recovery. (Hazardous Materials Management)

Key Outcome Indicator: The chart identifies the number of facilities that submitted Tier 2 Hazardous Materials Inventory Reports and the number of off-site emergency response plans the Office of Emergency Management either created for new facilities or updated for existing facilities. The final row of the chart indicates the number of hazardous material incidents reported to County Emergency Management. The Target columns represent projected number of events per year.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Tier 2 Reports Received*	328	350	344	350
Number of Planning Facilities	155	150	164	160
Number of Plans Updated	34	37	37	40
Number of New Plans Created	17	10	8	8
Number of HazMat Incidents Reported	135	50	150	100

* Tier 2 Reports are hazardous chemical inventory reports filed annually by any facility, private or public, that has 10,000 pounds or more of any Federal Environmental Protection Agency (EPA) identified hazardous substance or an amount greater than 500 pounds or the designated threshold planning quantity (whichever is lower) of an EPA identified extremely hazardous substance. Reports are sent to Waukesha County Emergency Management, Wisconsin Emergency Management, and to the local fire department.

Current and Planned Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '15	Estimated Net Operating Impact
200808	Communications Center Expansion	2017	$3,731,000	10%	TBD
201102	WCC Console Radio Equipment	2016	$1,000,000	95%	$8,200 annually

Communication Center Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Responsible for dispatching police, fire and emergency medical services (EMS) resources operated by partner municipalities and the County Sheriff in emergency situations throughout the County. This includes a partnership initiated in 2010 with Flight for Life to migrate them to the County's 800 trunked radio system and act as their dispatch center for rescue operations. Act as Public Safety Answering Point (PSAP) for the E-911 system. Act as initial department contact for calls for service while providing information and routing of non-dispatch center calls.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**55.21**	**56.89**	**56.89**	**56.97**	**0.08**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$77,611	$79,509	$77,499	$83,533	$4,024
Interdepartmental	$0	$0	$0	$50,000	$50,000
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$133,000	$348,841	$348,841	$349,841	$1,000
County Tax Levy (Credit)	**$5,122,457**	**$5,150,171**	**$5,150,171**	**$5,199,526**	**$49,355**
Total Revenues	**$5,333,068**	**$5,578,521**	**$5,576,511**	**$5,682,900**	**$104,379**
Personnel Costs	$4,442,998	$4,432,369	$4,471,275	$4,573,645	$141,276
Operating Expenses	$404,362	$506,153	$490,498	$502,258	($3,895)
Interdept. Charges	$493,854	$482,999	$481,068	$441,997	($41,002)
Fixed Assets	$48,000	$157,000	$157,000	$165,000	$8,000
Total Expenditures	**$5,389,214**	**$5,578,521**	**$5,599,841**	**$5,682,900**	**$104,379**

Rev. Over (Under) Exp.	($56,146)	$0	($23,330)	$0	$0

Program Highlights

Charges for service increase by $4,000 reflecting an increase in annual Computer Aided Dispatch (CAD) and integrated systems ongoing support charges, part of which expense is distributed to partner municipalities as an annual fee. Interdepartmental revenues increase $50,000 to reflect a payment from Disaster Management for the coordination of planning, training, and response activities. General Fund balance of $349,800 is provided for the following: $120,000 in one-time funding for the CAD system upgrade; $48,000 for ongoing equipment replacement (Zetron call recording system and 24/7 dispatch chairs); and the continued use of $35,000 for unplanned emergency equipment replacement items. Also included is $106,841 to continue phasing-in 2.0 FTE telecommunicator positions added in 2015 and $40,000 for the final phase-in of costs associated with New Berlin call center activity – both of which are to be phased out in future budgets.

Personnel costs are estimated to increase by $141,300 to $4,573,600, reflecting costs to continue and several benefit changes related to turnover. The Operating expense budget decreases by $3,900, primarily due to a decrease of $3,500 in travel expenses. Interdepartmental charges decrease by $41,000 primarily due to a $16,000 decrease in computer maintenance charges, and $8,400 decrease in telephone charges related to a change from Centrex to VOIP lines, and a $32,100 decrease for radio communications charges due to moving backup radio equipment from annual maintenance contracts to time and materials. Fixed assets increase by $8,000 to $165,000 and consist of software charges associated with the CAD upgrade and associated integration as well as planned machinery and equipment purchases.

Communication Center Operations (cont.)

Waukesha County Department of Administration will reserve an additional $100,000 of General Fund Balance at the end of 2016 to continue funding the future equipment for dispatch center (except for desktop computers already in the replacement plan).

General Fund Balance of $3,700,000 overall has been reserved through the 2004-2016 Budgets for this purpose based on prior County Board action.

- Approximately $150,000 of this amount was appropriated in 2008 to hire a consultant to assist with the development of a request for proposal document for the replacement of the computer aided dispatch system.
- Another $500,000 of the reserved fund balance amount was appropriated in 2009 for the Computer Aided Dispatch (CAD) replacement capital project.
- In 2010, $50,000 was budgeted to pay for overtime associated with training on the new CAD system and $56,000 was budgeted to replace a digital recording device.
- In 2011, $45,600 was budgeted to replace batteries for the UPS, adding paging devices, and additional dispatcher chairs for the Communications Center. Fund balance of $25,000 was also used to begin design of a 9-1-1 phone system replacement.
- In 2012, the capital budget appropriated $1,175,000 to begin design to replace the 911 phone system and begin design for radio console equipment replacement.
- In 2013, $15,000 is budgeted for the replacement of a portion of office chairs, backup computer equipment and the replacement of a portion of the television monitors. This will result in $1,223,400 of Reserved General Fund Balance being available for future equipment replacement needs.
- In 2014, $900,000 is budgeted for radio console equipment as part of the capital project and $48,000 is budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions – should the need arise.
- In 2015, $48,000 was budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions (4 total, including the 2 added in 2014) – should the need arise.
- In 2016, $120,000 is budgeted to upgrade the CAD system software, and $48,000 is budgeted for a recording system upgrade and dispatch chair replacement.

Participating Members

Cities: Brookfield, Delafield, Pewaukee, and New Berlin.

Towns*: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Oconomowoc, Ottawa, Vernon, and Waukesha.

Villages:** Big Bend, Butler, Chenequa, Dousman, Eagle, Hartland, Lac La Belle, Lannon, Merton, Nashotah, North Prairie, Oconomowoc Lake, Pewaukee, Summit, Sussex, and Wales.

County: Sheriff's Department

* The Town of Mukwonago paid to join the Waukesha County Communications Center in 2002. The transition date is yet to be determined.

** The Village of Mukwonago paid to join the Waukesha County Communications Center in 2007. The transition date is yet to be determined.

Disaster Management

County-Wide Key Strategic Outcome: A safe county

Program Description

Disaster Management coordinates disaster response, general preparedness, homeland security, response and recovery training activities, and Waukesha County business continuity planning. The office continues to pursue Federal and State funding to better equip and train first responders; increase critical infrastructure security; and enhance citizen preparedness. The office is the single point of contact for National Incident Management System (NIMS) compliance. The office continues to coordinate and participate in disaster exercises throughout the County. The division maintains the Comprehensive Emergency Management Plan (CEMP) as adopted by the County Board in 2013 ensuring the contents, protocols, and responsibility assignments remain consistent and current with County policy and capabilities. The County maintains a County-wide Pre-Disaster Hazard Mitigation Plan in conjunction with the municipalities within the County. The office is actively participating in Federal Emergency Management Agency (FEMA) Region V's effort to aggressively develop revisions to federal, state, and local damage assessment process and data collection methodologies. The division is very active in implementation of the Wisconsin Credentialing and Asset Management System (WICAMS) program for emergency response personnel accountability. Waukesha County is a designated AmeriCorps host site in 2014 and 2015 and will receive funding for a part time community and citizen preparedness coordinator. The division also funds access to the Alert Sense mass notification system, which provides emergency and non-emergency notification services to County and municipal agencies. System upgrades include access to the federal Integrated Public Alert and Warning System (IPAWS), which improves the capability to warn both residents and visitors of an impending or potential life threatening danger.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
General Government	$190,883	$188,393	$208,591	$188,591	$198
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$130	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$850	$100	$100
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$66,074**	**$123,500**	**$123,500**	**$127,600**	**$4,100**
Total Revenues	**$257,087**	**$311,893**	**$332,941**	**$316,291**	**$4,398**
Personnel Costs	$116,241	$118,931	$119,600	$122,654	$3,723
Operating Expenses	$41,814	$119,064	$139,534	$66,285	($52,779)
Interdept. Charges	$63,691	$73,898	$73,718	$127,352	$53,454
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$221,746**	**$311,893**	**$332,852**	**$316,291**	**$4,398**
Rev. Over (Under) Exp.	$35,341	$0	$89	$0	$0

Program Highlights

Disaster Management program receives General Government revenues in the form of an annual Emergency Management Performance Grant (EMPG reimbursement grant) from Wisconsin Emergency Management to support disaster management activities budgeted at $188,600, an increase of $200.

Personnel charges increase by $3,700 reflecting cost to continue for 1.25 FTEs. Operating expenses decrease $52,800, primarily due to the removal of $50,000 in funding to cover the required five year update to the Waukesha County Pre-disaster Hazard Mitigation Plan. Interdepartmental charges increase by $53,500, mostly due to a payment to the Communications Center for the coordination of planning, training, and response activities.

Hazardous Materials Management

County-Wide Key Strategic Outcome: An environmentally responsible county

Program Description

Hazardous Materials Management is responsible for implementing the planning and reporting requirements of the Emergency Planning and Community Right-to-Know Act (EPCRA) and staffing the Local Emergency Planning Committee. The program is also responsible for the management of the County-wide Hazardous Materials Response contract with the City of Waukesha Fire Department. Facilities that use, store, or manufacture hazardous materials are required to comply with state and federal regulations concerning hazardous materials management. This compliance includes submitting annual reports identifying the hazardous materials on-site and paying a notification and inventory administration fee to Wisconsin Emergency Management.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.75**	**0.75**	**0.75**	**0.75**	**0.00**
General Government	$88,114	$88,720	$85,586	$87,426	($1,294)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$152,352**	**$108,212**	**$108,212**	**$112,246**	**$4,034**
Total Revenues	**$240,466**	**$196,932**	**$193,798**	**$199,672**	**$2,740**
Personnel Costs	$81,486	$83,091	$83,813	$85,705	$2,614
Operating Expenses	$145,551	$106,650	$105,040	$107,030	$380
Interdept. Charges	$6,438	$7,191	$7,191	$6,937	($254)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$233,475**	**$196,932**	**$196,044**	**$199,672**	**$2,740**

Rev. Over (Under) Exp.	$6,991	$0	($2,246)	$0	$0

Program Highlights

State law requires submission of hazardous materials planning and inventory administration fees to Wisconsin Emergency Management. These fees form the fund from which the County receives state EPCRA grant (General Government) revenues of $87,400. Of this, $10,000 is budgeted for Hazardous Materials Emergency Response Team equipment to fund purchases to enhance response capability.

Personnel costs increase by $2,600 reflecting costs to continue for 0.75 FTE. Operating charges increase by $400, reflecting expenditures realated to a potential maximum award of $10,000 from the state for hazmat response equipment purchases. Interdepartmental charges decrease by $300, due to a decrease in computer maintenance charges.

Emergency Preparedness

Fund Purpose

An enterprise fund is used to account for operations that are financed and operated similar to private businesses, where the costs of providing services are financed or recovered primarily through user charges to Waukesha County Departments and outside agencies. The Radio Services Fund includes three major program areas: General Radio Operations which provides conventional radio services and equipment repair and maintenance; Trunked Radio infrastructure operations; and an equipment replacement accumulation fund for County agencies' radio equipment replacements. Program descriptions and activities are outlined on the following program pages.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$468,571	$764,736	$777,093	$814,789	$50,053	6.5%
Interdepartmental	$581,263	$553,251	$517,376	$526,078	($27,173)	-4.9%
Other Revenue	$1,866	$0	$0	$0	$0	N/A
Appr. Fund Balance (a)	$2,854,746	$753,410	$1,737,638	$751,723	($1,687)	-0.2%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,906,446**	**$2,071,397**	**$3,032,107**	**$2,092,590**	**$21,193**	**1.0%**
Expenditures						
Personnel Costs	$535,129	$546,318	$537,418	$555,458	$9,140	1.7%
Operating Expenses	$2,050,607	$1,099,611	$1,124,000	$1,106,740	$7,129	0.6%
Interdept. Charges	$141,426	$149,617	$145,846	$147,811	($1,806)	-1.2%
Interdept. Charges - Interest. Exp. (a)	$0	$3,375	$3,375	$1,688	($1,687)	-50.0%
Gen. Fund Loan Repay. (Memo) (b)	$0	$112,500	$112,500	$112,500	$0	0.0%
Fixed Assets (Memo)	$301,000	$0	$0	$0	$0	N/A
Total Expenditures	**$2,727,162**	**$1,798,921**	**$1,810,639**	**$1,811,697**	**$12,776**	**0.7%**
Rev. Over (Under) Exp. (c)	$1,179,284	$272,476	$1,221,468	$280,893	$8,417	3.1%
Position Summary (FTE)						
Regular Positions	5.35	5.35	5.35	5.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.12	0.06	0.06	0.06	0.00	
Total FTEs	5.47	5.41	5.41	5.41	0.00	

(a) Radio Services Fund balance of $751,723 is budgeted in 2016. Of this, $750,035 is budgeted to offset depreciation expenses and $1,688 is budgeted to repay the interest to the General Fund for loans to municipalities for radio equipment.

(b) Debt repayment of a general fund loans for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total because the accounting entry for the repayment applied to the balance sheet advances the funds liability account.

(c) Amounts charged back to departments provides a sinking fund to build up Radio Services Fund Balance reserves planned for over a ten-year replacement period. This allows for funds to be available for necessary and timely replacements

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: A safe county

Objective 1: Maximize uptime, performance, and reliability of countywide trunked radio communications.

Key Outcome Indicator: Uptime percentage. Both performance and overall reliability are measured in terms of unimpaired coverage and overall uptime in general.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Percent of time the system is available overall (reliability).	100.000%	99.998%	99.998%	99.998% (a)
Percent of time the system has unimpaired coverage (performance).	98.7%	98.00%	98.8%	98.0% (a)

(a) Analog trunked system is expected to be decommissioned during calendar year 2016.

Objective 2: Provide rapid, accurate programming of custom user radio talkgroup/channel templates.

- Radio Services is responsible for programming of all radios on the Waukesha County trunked system.
- Users work with Radio Services to develop custom programming template reflecting each agency's needs.
- Since 2009, radios have been converted to "Advanced System Key" to enhance security and prevent tampering.

Key Outcome Indicator: Trunked subscriber reprogramming. Agencies using the trunked radio system enjoy tremendous flexibility in their ability to select, deploy and use talkgroups (channels) countywide for daily operations and emergency interoperability.

	2014 Actual	**2015 YTD (7/31)**	**2015 Estimate (a)**	**2016 Target (a)**
County	345	220	400	670
In-County municipal	399	600	800	2,600
Out-of-county	43	85	200	800
Totals	**787**	**905**	**1,400**	**4,070**

(a) All radios (both new and legacy) will require reprogramming in 2015-2016. These counts do not include firmware upgrades for legacy radios.

Current and Planned Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '15	Estimated Net Oper. Impact	Est. Depreciation Expense
200815	Trunked Radio Digital Radio System Upgrade (a)(b)	2016	$9,515,000	90%	TBD	$475,750(a)
201102	WCC Console Radio Equipment	2016	$1,000,000	95%	$8,200 annually	N/A

(a) Amount is based on county/municipal partners' 50/50 share for 10 year useful life.

(b) An MOU has been enacted between Waukesha County and Milwaukee County to hire a consultant to examine the feasibility of hosting a shared system for both counties at the Waukesha County site, as the technology may allow for better interoperability amongst neighboring entities.

General Radio Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

General Radio Operations

Provides radio design and engineering consultation services, purchasing, installation, operation, and servicing of traditional radios and base stations including new Communication Center radio consoles and related equipment (Dispatch Operations). Operations include maintenance and repair services of two-way radio communication (remaining UHF and VHF and RF), user equipment repair and maintenance, and dispatch consoles. This program area services transmitters, microwave, and public safety mobile data communication systems within the County and municipalities in surrounding counties at reasonable fee charges. In addition, this program area works with the private sector and Corporation Counsel to negotiate tower site leases with wireless cellular phone service providers.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**5.07**	**5.01**	**5.01**	**4.98**	**(0.03)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$283,381	$434,744	$447,101	$444,412	$9,668
Interdepartmental	$126,257	$246,667	$210,522	$208,685	($37,982)
Other Revenue	$1,866	$0	$0	$0	$0
Appr. Fund Balance	$173,746	$43,035	$43,035	$43,035	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$585,250**	**$724,446**	**$700,658**	**$696,132**	**($28,314)**
Personnel Costs	$411,406	$503,436	$491,856	$508,564	$5,128
Operating Expenses	$275,050	$129,494	$103,059	$102,083	($27,411)
Interdept. Charges	$84,955	$91,516	$89,537	$85,485	($6,031)
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$771,411**	**$724,446**	**$684,452**	**$696,132**	**($28,314)**
Rev. Over (Under) Exp.	($186,161)	$0	$16,206	$0	$0

Program Highlights

Total revenue for General Radio Services decreases by $28,300. This is composed of a decrease in interdepartmental revenue of $38,000, reflecting a reduction in anticipated service contracts and non-contract repairs and replacement for non-trunked radio equipment partially offset by an increase in anticipated non-trunked equipment installation revenue of $12,000. Charges for services increase by $9,700, composed primarily of a $10,900 increase in municipal radio service contract fees and a $12,700 increase for installations. These increases are partially offset by reductions of $5,500 for time and material repair charges, $5,500 for parts resale, and $3,300 for tower lease revenue.

Personnel costs increase by $5,100, reflecting costs to continue for 4.98 FTE. Operating expenses decrease by $27,400 due to the elimination of depreciation expense for the Mobile Data system (which went out of service in the beginning of 2013), partially offset by increases in janitorial services and building electrical repair expenses. Interdepartmental charges decrease by $6,031, consisting decreases in vehicle/liability charges ($4,459, trunked radio replacement charges ($2,134), and grounds maintenance ($900); offset by an increase in administrative overhead ($1,190).

Trunked Radio Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Trunked Radio Operations

Provides centralized system administration, maintenance, and support for the operations of the infrastructure for the County's 37 municipalities, and 7 separate fire districts to maintain approximately 5,300 mobile and portable radios utilizing county-wide 800 MHz trunked radio system. This includes 7 antenna sites, 13 radio channels, 93 transmitters, and 113 control base stations.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.40**	**0.40**	**0.40**	**0.43**	**0.03**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$185,190	$329,992	$329,992	$370,377	$40,385
Interdepartmental	$190,466	$34,108	$34,108	$36,500	$2,392
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$375,656**	**$364,100**	**$364,100**	**$406,877**	**$42,777**
Personnel Costs	$123,723	$42,882	$45,562	$46,894	$4,012
Operating Expenses	$78,786	$263,117	$258,941	$297,657	$34,540
Interdept. Charges	$56,471	$58,101	$56,309	$62,326	$4,225
Fixed Assets (Memo)	$301,000	$0	$0	$0	$0
Total Expenditures	**$258,980**	**$364,100**	**$360,812**	**$406,877**	**$42,777**

Rev. Over (Under) Exp.	$116,676	$0	$3,288	$0	$0

Program Highlights

Total revenue for trunked radio services increases by $42,800, primarily due to an increase in municipal trunked radio operating charges of $32,100, interdepartmental radio operating charges of $2,400, and an increase in tower revenue of $8,300.

Personnel costs increase by $4,000, primarily due to a shift of 0.03 FTE in overtime from general radio services, and reflecting costs to continue for 0.40 FTEs. Operating expenses increase by $34,500, mostly due to $25,100 in new costs for fiber backhaul between existing and new radio towers and a $6,500 increase in electricity charges in anticipation of the addition of two new radio towers. These increases are partially offset by a $3,600 reduction in planned and unplanned building repair and maintenance charges. Interdepartmental charges increase by $4,200, mostly due to an increase in trunked radio transmitter fees of $12,000, offset by a $2,900 reduction in vehicle liability, a $1,000 reduction for grounds maintenance, a $2,300 reduction for business office charges, and a $2,100 reduction for trunked radio replacement charges.

Equipment Replacement

Program Description

Provides for the accumulation of funding to afford the replacement of equipment after the useful life is exhausted. Equipment included for this funding accumulation is Trunked Radio replacements for County departments' radio (portable/mobile/sirens) units, including Sheriff ancillary items such as cases, speakers, and microphones. Not included is any Trunk Radio infrastructure replacement (planned to be replaced by a future capital project in the Capital Plan) or municipal agencies radio equipment.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$264,540	$272,476	$272,746	$280,893	$8,417
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (c)	$2,681,000	$710,375	$1,694,603	$708,688	($1,687)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,945,540**	**$982,851**	**$1,967,349**	**$989,581**	**$6,730**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$1,696,771	$707,000	$762,000	$707,000	$0
Interdept. Charges	$0	$0	$0	$0	$0
Interdept. Charges - Interest Exp. (c)	$0	$3,375	$3,375	$1,688	($1,687)
Gen. Fund Loan Repay. (Memo) (b)	$0	$112,500	$112,500	$112,500	$0
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,696,771**	**$710,375**	**$765,375**	**$708,688**	**$0**

(a) Amounts charged back as lease charges to departments provides a sinking fund to build up Radio Services Fund Balance reserves planned for over a ten-year replacement period. This allows for funds to be available for necessary and timely replacements.

(b) Debt repayment of a general fund loans for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total because the accounting entry for the repayment applied to the balance sheet advances the funds liability account.

(c) Radio Services fund balance is appropriated to offset the depreciation on the Trunked Radio System and to repay the General Fund for the interest on the loans to municipalities to acquire radio equipment.

Program Highlights

The 2016 revenue budget continues the accumulation of funds for County departments to be used as a user equipment replacement fund. Interdepartmental revenues from equipment fund replacement charges increase slightly from the 2015 Budget and provide for replacement funding in the plan.

Operating expenses include depreciation expense of the Trunked Radio Infrastructure replacement. These costs are fully offset by the appropriation of Radio Services fund balance. Therefore, no sinking fund is building up for future infrastructure replacement costs.

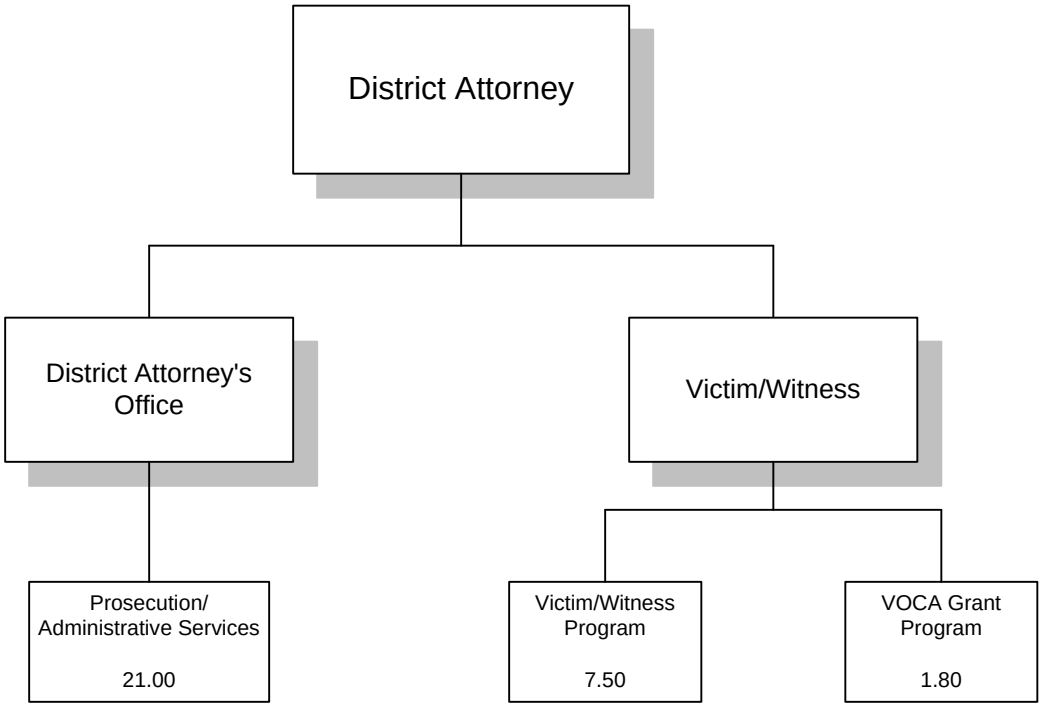
Activity – Radio Replacement Charges

Trunked Radio System	**2015**	**2016**	**2015**	**2016**	**2016**
Department	**# of Radios**	**# of Radios**	**Budget**	**Budget**	**$ Change**
Public Works	173	175	$53,325	$62,020	$8,695
Parks & Land Use	87	87	$45,681	$33,381	($12,300)
Sheriff	304	306	$152,673	$168,752	$16,079
Public Works - Central Fleet	7	7	$2,023	$2,430	$407
Medical Examiner	6	6	$1,930	$3,196	$1,266
Emerg. Prep – Emerg. Mgmt.	3	3	$1,394	$1,351	($43)
Emerg. Prep - Radio Services	18	18	$9,380	$5,150	($4,320)
Health & Human Services	10	10	$5,561	$4,164	($1,397)
Airport	1	1	$511	$449	($62)
Total	**602**	**613**	**$272,478**	**$280,893**	**$8,415**

District Attorney

DISTRICT ATTORNEY'S OFFICE

FUNCTION / PROGRAM CHART



30.30 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Return to Table of Contents

District Attorney

Statement of Purpose

The Office of the District Attorney is created under Chapter 978 of the Wisconsin Statutes. This Department represents the people of the State of Wisconsin and County of Waukesha in the courts. The District Attorney and staff prosecute state criminal matters; forfeiture actions; State and County traffic code and ordinance violations; Department of Natural Resource violations; and juvenile, domestic abuse, sexual predator, and harassment cases. The Office of the District Attorney also attempts to educate the public through various conferences, programs, and outreach efforts to the community regarding the criminal justice system and the responsibility of the District Attorney. In addition, the District Attorney also operates the Victim/Witness Program, which provides statutory and constitutionally mandated support to victims and witnesses of crime.

The Victim/Witness Assistance Program provides advocacy, information, referral, and trauma-informed support to citizens and law enforcement officers of Waukesha County who have been victims of or witnesses to crimes, as mandated under Chapter 950 of the Wisconsin Statutes. Victim/Witness staff and volunteers maintain continuous contact with victims and witnesses to ensure compliance with victims' rights, provide updates about case progress, assist victims and witnesses in participating in the justice system, and to offer resources and referrals that enable victims to maintain their safety and recover from the harmful impacts of crime.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$385,784	$399,260	$419,466	$506,036	$106,776	26.7%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$70,361	$66,349	$66,300	$68,314	$1,965	3.0%
Interdepartmental	$74,758	$83,520	$83,520	$71,739	($11,781)	-14.1%
Other Revenue	$74,129	$41,064	$43,306	$33,450	($7,614)	-18.5%
Appr. Fund Balance	$21,122	$0	$5,666	$0	$0	N/A
County Tax Levy (Credit)	**$1,769,187**	**$1,807,337**	**$1,807,337**	**$1,833,337**	**$26,000**	**1.4%**
Total Revenue Sources	**$2,395,341**	**$2,397,530**	**$2,425,595**	**$2,512,876**	**$115,346**	**4.8%**
Expenditures						
Personnel Costs	$1,816,108	$1,913,113	$1,890,016	$1,953,405	$40,292	2.1%
Operating Expenses	$228,677	$262,041	$242,339	$335,578	$73,537	28.1%
Interdept. Charges	$234,763	$222,376	$222,595	$223,893	$1,517	0.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,279,548**	**$2,397,530**	**$2,354,950**	**$2,512,876**	**$115,346**	**4.8%**
Rev. Over (Under) Exp.	$115,793	$0	$70,645	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	29.50	29.50	29.50	29.50	0.00
Extra Help	0.81	0.82	0.82	0.80	(0.02)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	30.31	30.32	30.32	30.30	(0.02)

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: Cost-effective services delivered with competence and skill

Objective 1: Provide timely notification to citizen and officer witnesses of court cancellations, thereby decreasing frustration with the criminal justice system and sparing the County the expense of paying for witness fees, mileage, and officers' time for cancelled court events. (Victim/Witness)

Key Outcome Indicator: Number of citizens and officers notified of court cancellations and resulting cost savings.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Officer cancellations	4,849	4,700	4,300	4,500
Civilian cancellations	3,356	3,300	3,000	3,200
Total cancellations*	8,205	8,000	7,300	7,700
Estimated cost avoidance	$455,378	$444,000	$405,150	$427,350

** The Victim/Witness Program does not have control over the number of court cases that need to be rescheduled or the number of cancellation contacts that need to be made.*

Objective 2: Review and improve current file flow by utilizing LEAN practices. Prosecutors determine preliminary hearing witnesses at the time of charging, rather than waiting until the hearing date is scheduled. This eliminates extra re-routing of the file and eliminates the time prosecutors spent re-familiarizing themselves with the file. Prosecutors use the time that is saved to concentrate more fully on cases. Witnesses receive subpoenas 5 days sooner than under the previous method, allowing them to plan and request time-off more effectively.

Key Outcome Indicator 1: Number of days that witnesses are notified sooner than before.

Witnesses are notified an average of 5 days earlier than under the previous method.

Key Outcome Indicator 2: Amount of time saved by prosecutors.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Length of time in hours saved by prosecutors*	N/A	4,000	4,000	4,000

*Average time saved by prosecutor = 30 minutes per case

Objective 3: Achieve case resolutions that maintain community safety and perpetrator accountability, assure conviction and avoid the high cost and risk of jury trials.

Key Outcome Indicator: Number of adult criminal cases resolved without jury trials.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Adult criminal cases resolved with plea agreements or other methods of conviction*	4,200	4,300	4,300	4,300

* The District Attorney's Office does not have control over the number of cases that may be referred for charges during the year, nor ultimately whether a defendant accepts a plea agreement.

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 4: Collect restitution owed to crime victims at the beginning of a case as a condition of plea agreements in order to reduce the hardship individuals experience due to the crime and to help restore financial well-being in a timely fashion, rather than after the disposition of a case or during extended supervision.

Key Outcome Indicator: Amount of restitution collected by the District Attorney's Office.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Restitution Collected	$449,168	$450,000	$442,000	$450,000

Return to Table of Contents

Prosecution / Administrative Services

County-Wide Key Strategic Outcome: A safe county

Program Description

The District Attorney is a constitutional office representing the people of the State of Wisconsin and the County of Waukesha in the criminal and civil courts. This area instigates investigations and follows through with prosecutions and convictions for all criminal matters within the jurisdictional boundaries of the Waukesha County District Attorney's Office.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**21.00**	**21.00**	**21.00**	**21.00**	**0.00**
General Government	$0	$0	$28,750	$115,000	$115,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$70,361	$66,000	$66,000	$68,000	$2,000
Interdepartmental	$74,758	$83,520	$83,520	$71,739	($11,781)
Other Revenue	$34,129	$14,214	$16,456	$6,600	($7,614)
Appr. Fund Balance	$21,122	$0	$5,666	$0	$0
County Tax Levy (Credit)	**$1,584,842**	**$1,605,767**	**$1,605,767**	**$1,622,015**	**$16,248**
Total Revenues	**$1,785,212**	**$1,769,501**	**$1,806,159**	**$1,883,354**	**$113,853**
Personnel Costs	$1,262,836	$1,322,229	$1,303,663	$1,356,229	$34,000
Operating Expenses	$220,839	$245,531	$232,658	$320,972	$75,441
Interdept. Charges	$216,924	$201,741	$204,603	$206,153	$4,412
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,700,599**	**$1,769,501**	**$1,740,924**	**$1,883,354**	**$113,853**
Rev. Over (Under) Exp.	$84,613	$0	$65,235	$0	$0

Program Highlights

General government revenues of $115,000 are budgeted for the first time in 2016 to reflect the receipt of a Violence Against Women Act STOP grant. Charges for services increase by $2,000 to $68,000 for copy charges, based on a continuing trend of increased receipts in that area. Interdepartmental revenue received from the Sheriff's Department is to pay for one special drug prosecutor position. Salary and benefit costs for the position are budgeted at $71,700, a decrease of $11,800 due to a change in the position's designated prosecutor. Other Revenue is budgeted at $6,600 for estimated extradition and miscellaneous case cost recoveries. Other Revenue previously included reimbursement for one State prosecutor electing County insurance benefits. A reduction of $7,600 is budgeted to reflect that this person is now retired and the revenue (and corresponding expenditures) has been removed from the budget.

Personnel costs increase by $34,000 to reflect cost to continue 21.0 FTE County-funded positions. Operating expenses increase by $75,400, and reflect $115,000 in new expenditures for a special prosecutor related to the VAWA STOP grant noted above. These expenditures are partially offset with a reduction in trial preparation funding based on recent expenditures in that area, the elimination of prosecutor benefits costs related to the retirement of the one prosecutor electing the County's benefit package, and a change in prosecutor designation for the drug prosecutor position reimbursed by the Sheriff's Department. Interdepartmental charges increase by $4,400, primarily due to an increase in costs for one Sheriff's Department detective/investigator position assigned to the office.

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Program Description

Chapter 950 of the Wisconsin Statutes mandates the rights of victims and witnesses of criminal offenses. The Victim/Witness Assistance Program ensures the provision of those rights through advocacy, information, referral, and trauma-sensitive supportive services. Victims and witnesses are kept informed of case progress to final disposition. Victims and witnesses receive assistance with participation in the justice system, accompaniment to court, and assistance with victim impact statements and informing the court of their wishes. Victim/Witness Specialists and Counselors assist with obtaining witness fees, restitution, crime victim compensation and other resources to help individuals restore financial well-being and recover from harm. Victims may also receive assistance with safety planning and temporary restraining orders.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**7.50**	**7.50**	**7.50**	**7.50**	**0.00**
General Government	$260,788	$290,716	$290,716	$281,002	($9,714)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$349	$300	$314	($35)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$40,000	$26,850	$26,850	$26,850	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$184,345**	**$201,570**	**$201,570**	**$211,322**	**$9,752**
Total Revenues	**$485,133**	**$519,485**	**$519,436**	**$519,488**	**$3**
Personnel Costs	$445,916	$487,958	$488,419	$492,205	$4,247
Operating Expenses	$5,430	$12,095	$6,681	$10,641	($1,454)
Interdept. Charges	$17,151	$19,432	$16,481	$16,642	($2,790)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$468,497**	**$519,485**	**$511,581**	**$519,488**	**$3**
Rev. Over (Under) Exp.	$16,636	$0	$7,855	$0	$0

Program Highlights

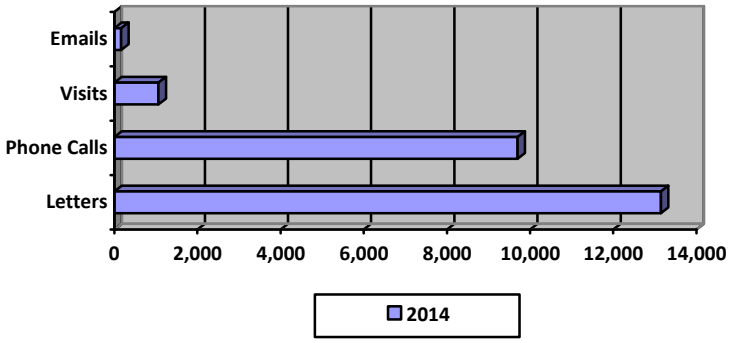
General government revenue is budgeted at 54% of budgeted expenditures for 2016. This reimbursement is sum-certain Statewide funding that varies depending upon request levels submitted by Victim/Witness Assistance programs throughout the State, and on funding available to the State from offender surcharges and other sources. Other revenues of $26,900 include a percentage of bail forfeiture interest collections.

Personnel costs increase $4,200 due to cost to continue 7.5 FTE positions, partially offset by a decrease of nearly $11,000 due to abolishing 2 PT positions (1.0 FTE total) and creating 1 FT position (1.0 FTE). The Victim/Witness Assistance Program continues to utilize volunteers and student interns to provide additional services to victims without increasing personnel costs.

Reductions in operating and interdepartmental charges reflect minor adjustments to bring the budget in line with historical actuals. During 2015, the Victim/Witness Program switched from ordering pre-printed letterhead to printing it directly, resulting in more than $600 savings in outside printing and costs. Operating costs make up only 2% of the Victim/Witness budget.

Activities

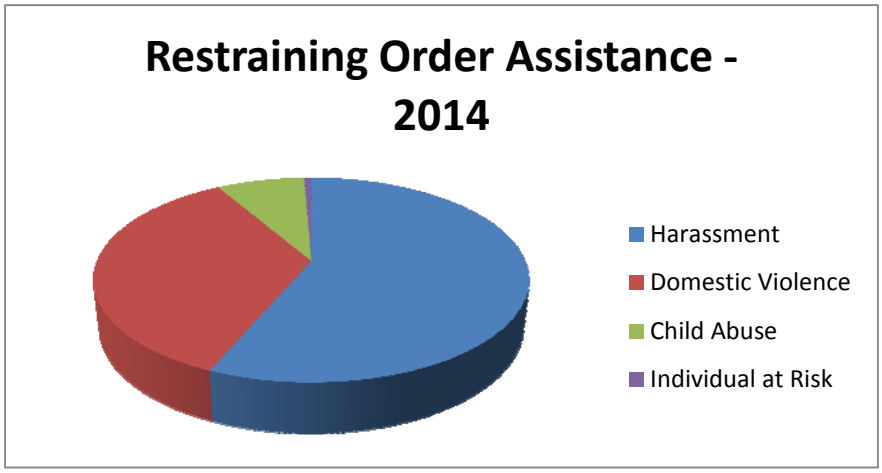
The Victim Witness Assistance Program provided at least 24,344 services to at least 5,145 crime victims on charged cases during 2014. This number does not include individuals who called the office or came in for assistance related to crimes that were not charged, assistance with restraining orders, or contacts with victims for incidents that later developed into charges. It also does not include some multiple phone calls and visits by the same individual, or calls on behalf of victims to social workers, law enforcement officers, or other agencies.



Letters	13,416
Calls	9,700
Visits	1,063
Emails	165
Total	24,344

In 2014, Victim/Witness staff assisted citizens in completing petitions for 307 restraining orders. This assistance includes screening petitioners and respondents for safety and criminal histories, explaining the process by which a temporary restraining order and an injunction are obtained, and assisting in the completion of forms and statements. Victim/Witness staff also screened another 168 restraining order requests for assistance by The Women's Center, and answered hundreds of phone calls related to questions about restraining orders.

Type of Restraining Order	Victim/Witness Completed	Victim/Witness Screened
Harassment	181	87
Domestic Violence	100	67
Child Abuse	24	13
Individual at Risk	2	1
Total	**307**	**168**



VOCA Grant/Program

County-Wide Key Strategic Outcome: Cost-effective services delivered with competence and skill

Program Description

Mobile Victim Assistance counselors and volunteers provide 24-hour crisis response and trauma-informed services to victims at the scene of the crime, at the request of law enforcement. Victims receive emotional support, information about the criminal justice system, and referrals to community resources. A Homicide Specialist is also funded through the grant to provide victim assistance services and advocacy, as well as a support group to family members and friends of victims of homicide. Additionally, the VOCA programs include a support group for families and individuals victimized by abusive head trauma (shaken baby syndrome). Grant resources provided through the Victims of Crime Act (VOCA) fully fund (100%) of program expenditures.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.81**	**1.82**	**1.82**	**1.80**	**(0.02)**
General Government	$124,996	$108,544	$100,000	$110,034	$1,490
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$124,996**	**$108,544**	**$100,000**	**$110,034**	**$1,490**
Personnel Costs	$107,356	$102,926	$97,934	$104,971	$2,045
Operating Expenses	$2,408	$4,415	$3,000	$3,965	($450)
Interdept. Charges	$688	$1,203	$1,511	$1,098	($105)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$110,452**	**$108,544**	**$102,445**	**$110,034**	**$1,490**
Rev. Over (Under) Exp.	$14,544	$0	($2,445)	$0	$0

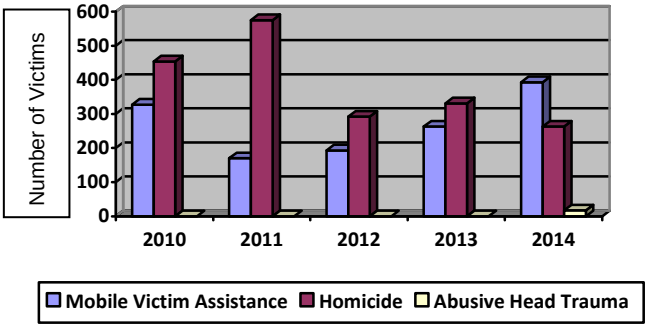
Program Highlights

This program is 100% reimbursable by federal funds passed through the state. Personnel costs increase slightly to reflect cost to continue 1.8 FTE positions. Slight decreases in operating costs and interdepartmental charges bring the budget in line with actual grant expenses.

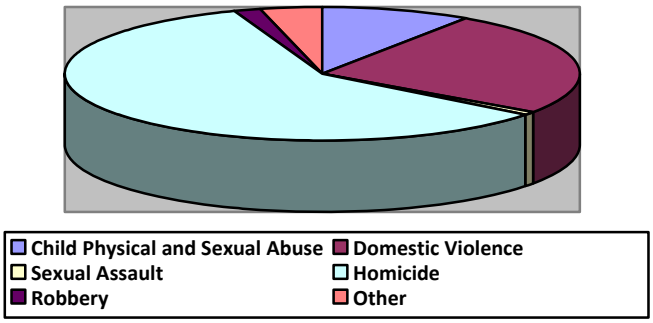
Activities

VOCA funded programs in the Victim/Witness department served 3,261 individuals during the last 5 years. The Abusive Head Trauma Support Group was not started until November, 2013.

Individuals Served by VOCA Program



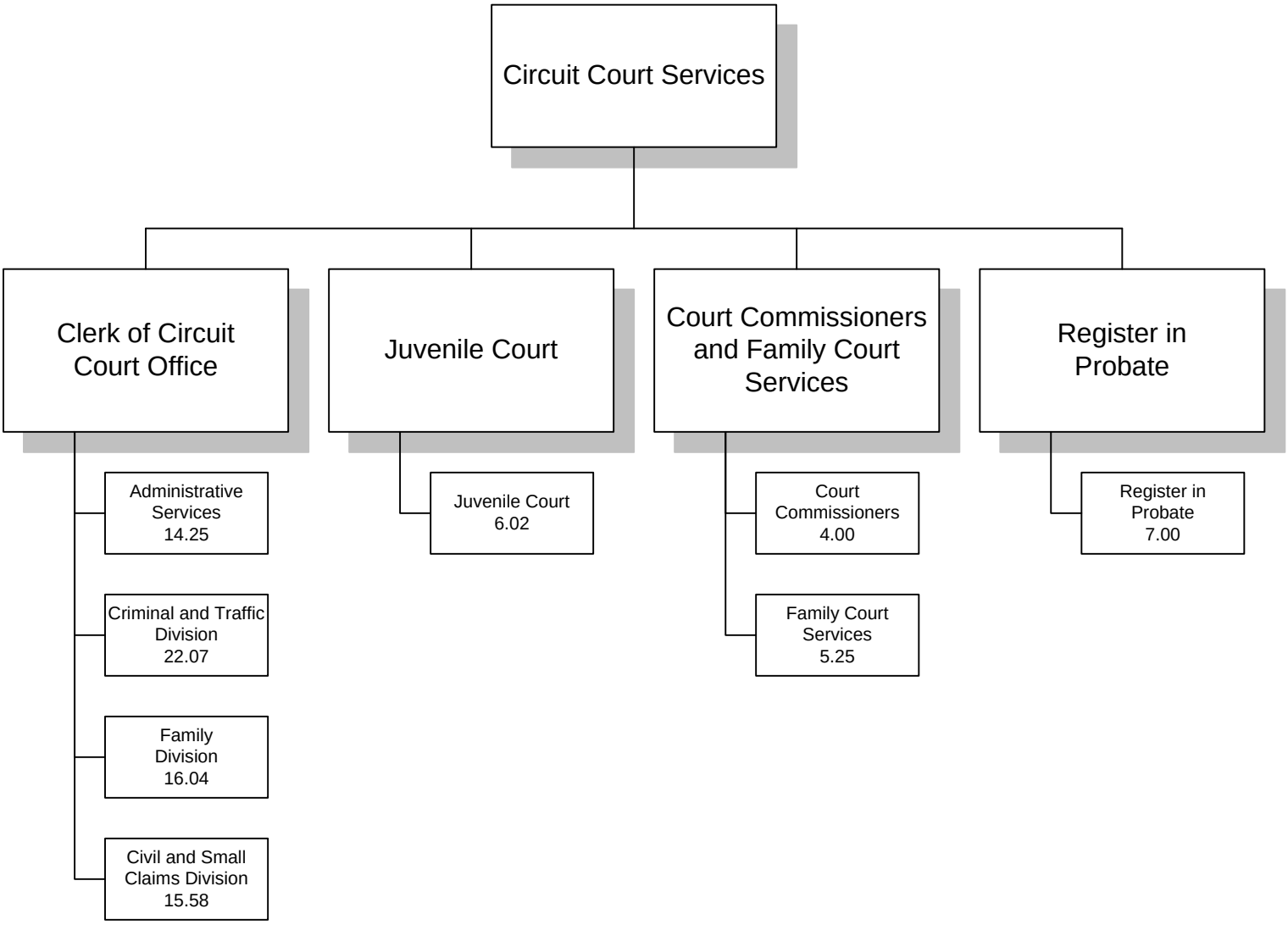
Individuals Served by Type of Crime



Circuit Court Services

CIRCUIT COURT SERVICES

FUNCTION / PROGRAM CHART



90.21 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Circuit Court Services

Statement of Purpose

The offices of the Clerk of Circuit Court, Clerk of Juvenile Court, Court Commissioner, Family Court Services, and the Register in Probate coordinate and manage the general legal, business, public communications, and financial operations of the Waukesha County Circuit Courts. The circuit courts are responsible for hearing and adjudicating all state, county and some municipal actions related to traffic, criminal, family, civil, juvenile, and probate law. State Circuit Court Judges and County Court Commissioners hear and dispose of cases. The collective goal of the Circuit Court Services divisions is to support the operation of the courts and provide superior justice related services to all case participants and the general public. The business services and responsibilities of the courts are defined by state statute, circuit court rules, and county policies and include:

- Court case management and event tracking
- Court calendar management and scheduling
- Case related financial management and accounting
- Operating and capital budget management
- Court records management
- Judicial and courtroom support and assistance
- Jury management
- Technology, security, and facility coordination

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$1,575,632	$1,623,884	$1,738,610	$1,719,000	$95,116	5.9%
Fine/Licenses	$543,085	$557,700	$538,000	$535,500	($22,200)	-4.0%
Charges for Services	$1,293,733	$1,376,700	$1,372,200	$1,341,700	($35,000)	-2.5%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$196,645	$92,500	$102,000	$106,000	$13,500	14.6%
Appr. Fund Balance (a)	$40,000	$20,000	$22,424	$20,000	$0	0.0%
County Tax Levy (Credit)	**$5,574,481**	**$5,574,481**	**$5,574,481**	**$5,540,181**	**($34,300)**	**-0.6%**
Total Revenue Sources	**$9,223,576**	**$9,245,265**	**$9,347,715**	**$9,262,381**	**$17,116**	**0.2%**
Expenditures						
Personnel Costs	$6,013,952	$6,219,805	$6,235,963	$6,222,284	$2,479	0.0%
Operating Expenses	$1,294,837	$1,462,294	$1,375,583	$1,474,700	$12,406	0.8%
Interdept. Charges	$1,444,586	$1,563,166	$1,544,386	$1,565,397	$2,231	0.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$8,753,375**	**$9,245,265**	**$9,155,932**	**$9,262,381**	**$17,116**	**0.2%**
Rev. Over (Under) Exp.	$470,201	$0	$191,783	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	90.00	88.00	88.00	86.25	(1.75)	
Extra Help	2.18	2.23	2.23	3.75	1.52	
Overtime	0.35	0.26	0.26	0.21	(0.05)	
Total FTEs	92.53	90.49	90.49	90.21	(0.28)	

(a) Fund balance of $20,000 has been provided in each of the 2016, 2015, and 2014 Budgets to continue a Furniture and Equipment Replacement Plan that was initiated in 2011.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill.

Objective 1: Utilize newly installed video equipment to improve efficiencies for the Courts and multiple justice partners, reduce security threats, create a better court experience for litigants, and reduce transport and security personnel expenses.

Key Outcome Indicators: Increase the number of court events in which a video conference is used in Criminal/Traffic and Juvenile Courts (as captured in CCAP).

Performance Measure:	2013 Actual	2014 Actual	2015 Target	2015 Est.	2016 Target
Criminal/Traffic Division Video Conference Events	445	604	550	596	625
Juvenile Division Video Conference Events	204	296	260	328	325

Objective 2: Systematically apply payment enforcement procedures in an effort to collect court ordered financial obligations for mediation, family studies and court appointed Guardian Ad Litem (GAL) services.

Key Outcome Indicator: Use financial assessments and payment plans created in CCAP with greater oversight to manage Family Division court ordered financial payments resulting in a reduction in county paid GAL costs.

Performance Measure:	2013 Actual	2014 Actual	2015 Target	2015 Est.	2016 Target
Financial Assessments Created	2,583	2,320	3,200	2,042	2,315
Payment Plans Established	360	344	325	472	392
County FA GAL Expenses	$95,780	$90,304	$85,000	$109,316	$90,000

Objective 3: Continue to expand CCAP eFiling in the Civil and Family Divisions to provide increased accessibility, convenience and security for litigants, attorneys and our justice partners, in addition to enhancing productivity and cost savings in the Clerk's Office.

Key Outcome Indicator: Increase the number of cases filed through eFiling by litigants, attorneys and justice partners.

Performance Measure:	2013 Actual	2014 Actual	2015 Target	2015 Est.	2016 Target
Civil-Large Claim Cases eFiled or Converted (turned on 8/2013)	25	100	150	278	150
Civil-Small Claim Cases eFiled or Converted (turned on 8/2013)	9	89	100	124	100
Family Cases eFiled or Converted (turned on 8/2013)	23	78	100	132	100
Paternity Cases eFiled or Converted	N/A	N/A	200	N/A	350
Total	57	267	550	534	700

Objective 4: Continue document imaging in the Criminal/Traffic, Probate and Family Divisions in an effort to improve court operations, expand services to litigants, increase operational efficiencies, and accommodate information sharing throughout the justice system.

Key Outcome Indicators: Number of documents scanned for all new and pending cases files and for all on-site closed files.

Performance Measure:	2013 Actual	2014 Actual	2015 Target	2015 Est.	2016 Target
# of Criminal/Traffic Division Documents Scanned	75,748	71,923	90,000	80,220	90,000
# of Probate Division Documents Scanned	26,516	25,830	N/A	66,380	70,000
# of Family Division Documents Scanned	34,755	37,067	N/A	36,128	70,000

Objective 5: Continue to promote the use of self-service tools on the Department's website to address customer needs, reduce staff time dedicated to customer related activities, and increase access to the Courts.

Key Outcome Indicators: Number of on-line Juror Exit Surveys received and number of Family Division Self-Help Webcasts viewed.

Performance Measure:	2013 Actual	2014 Actual	2015 Target	2015 Est.	2016 Target
Online Juror Exit Surveys Received	143	57	200	152	200
Family Webcasts Viewed	998	1,366	1,000	1,572	1,400

Activities

Administration Division	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Est.
Gross Annual Department Receipts	$14.2 million	$18.9 million	$15,044,750	$19,318,998	$21,305,916
Total Receipt Transactions	61,943	59,868	54,893	53,303	54,878
E-payment Receipt Transactions	2,025	2,635	2,881	3,376	3,640
Gross E-payments Receipts (included above)	$240,219	$302,621	$479,122	$602,533	$655,056
Total Disbursement Transactions	2,249	2,194	2,534	3,055	3,112
Net Sales by Credit Card	$916,732	$954,000	$1,219,822	$1,374,197	$1,657,146
YE Funds Held in Trust (invested)/Ct. Order	$395,828	$467,224	$329,895	$277,626	$358,248
Network Users Supported	140	133	135	132	264
Workstations/Printers/Scanners*	245	247	245	252	256

*The vast majority of computer hardware utilized by Circuit Court Services is provided by the State. For 2015, replacement value of the State CCAP provided computer hardware, software and technology services is estimated to exceed $356,567.

Jury Program	2011 Actual	2012 Actual	2013 Actual*	2014 Actual	2015 Est.
Total # of Jury Trials Started	68	68	73	67	58
Total Jury Days	188	170	149	106	115
Total Questionnaires Returned	12,238	11,550	10,567	7,860	8,250
Total Questionnaires Returned Online	4,798	4,990	5,590	5,344	5,642
% of Questionnairres Returned Online	40%	43%	53%	68%	68%

*On 1/1/13, Circuit Courts changed to a one-step qualification/summons process from a 2-step qualification and summons process.

Criminal & Traffic Division	2011 Actual		2012 Actual		2013 Actual		2014 Actual		2015 Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Felony Cases	1,292	1,329	1,549	1,330	1,487	1,440	1,514	1505	1,580	1,494
Misdemeanor Cases	2,431	2,671	2,398	2,267	2,293	2,235	2,410	2,274	2,322	2,376
Criminal Traffic Cases	1,812	1,978	1,748	1,741	1,783	1,729	1,945	1,868	2,048	2,052
Traffic Cases	9,628	9,711	9,959	10,132	6,765	7,042	7,562	7,644	7,728	8,034
Forfeiture Cases	1,195	1,231	1,160	1,163	873	912	881	890	606	676
TOTAL CASES	**16,358**	**16,920**	**16,814**	**16,633**	**13,201**	**13,358**	**14,312**	**14,181**	**14,284**	**14,632**

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Est.
C/T Jury Trials Started	29	36	41	44	36
C/T Jury Days	94	81	83	59	75

Circuit Court Services

Family Division	2011 Actual		2012 Actual		2013 Actual		2014 Actual		2015 Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Divorce/Legal Separation Cases	1,318	1,341	1,316	1,338	1,314	1,425	1,202	1,316	1,226	1,214
Paternity Cases	354	422	468	455	350	379	383	393	480	522
Other Family Cases	387	327	540	542	418	416	390	433	452	454
TOTAL CASES	**2,059**	**2,090**	**2,324**	**2,335**	**2,082**	**2,220**	**1,975**	**2,142**	**2,158**	**2,190**
Post-Judgment Family Actions		2,296		1,982		1,290		1,226		1,316
Post-Judgment Paternity Actions		913		829		767		721		720
TOTAL		**3,209**		**2,811**		**2,057**		**1,947**		**2,036**

Civil Division	2011 Actual		2012 Actual		2013 Actual		2014 Actual		2015 Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Large Claim Foreclosures	1,310	1,798	1,218	1,706	812	1,228	563	685	638	616
Large Claim-All Other	3,046	3,492	2,515	2,325	2,117	2,194	1,984	2,072	2,010	1,930
Small Claim Contested	963	757	1,045	1,007	1050	1,221	984	1066	772	1,000
Small Claim Uncontested	5,897	5,897	5,908	5,908	4,998	4,459	4,468	4,064	4,710	4,710
TOTAL CASES	**11,216**	**12,520**	**10,686**	**10,946**	**8,977**	**9,102**	**7,999**	**7,887**	**8,130**	**8,256**

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Est.
Civil Jury Trials Started	33	30	30	19	18
Civil Jury Days	82	84	64	42	36

Family Court Services	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Est.
Mediation Cases Opened	671	681	632	648	700
Custody/Visitation Studies Opened	194	189	149	136	96

Juvenile Division	2011 Actual		2012 Actual		2013 Actual		2014 Actual		2015 Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Delinquency/Juvenile Protection (JIPS)	252	258	237	290	206	317	240	339	270	206
Child in Need of Protection(CHIPS)	141	100	149	148	118	212	112	108	142	90
Termination of Parental Rights	60	63	40	39	56	55	55	48	60	62
Other Juvenile	350	354	373	378	347	346	325	308	314	248
Juvenile Ordinance Violations	324	324	193	241	345	345	275	329	322	364
Adult Commitments	1,129	1,140	1,059	1,059	964	959	917	922	1,026	892
TOTAL CASES	**2,256**	**2,239**	**2,051**	**2,155**	**2,036**	**2,234**	**1,924**	**2,054**	**2,134**	**1,862**

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Est.
Juvenile Jury Trials Started	6	2	2	4	4
Juvenile Jury Days	11	5	2	5	4

Probate Division	2011 Actual		2012 Actual		2013 Actual		2014 Actual		2015 Est.	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Formal Estate Actions	26	40	26	29	34	29	35	39	24	32
Informal Estate Actions	487	454	462	411	478	456	496	405	554	346
Trusts	28	37	12	14	15	19	22	13	18	8
Guardianships	227	184	254	257	245	225	266	261	320	308
Adoptions	8	8	9	9	8	11	15	15	12	10
Other Probate	111	100	106	97	111	112	97	104	98	106
TOTAL CASES	**887**	**823**	**869**	**817**	**891**	**852**	**931**	**837**	**1,026**	**810**

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Est.
Probate Jury Trials Held	0	0	0	0	0
Probate Jury Days	0	0	0	0	0

Return to Table of Contents

Clerk of Courts-Administrative Services Division

Program Description

Direct the fiscal, budgetary and general operation of the Criminal/Traffic, Family, and Civil divisions of the Clerk of Circuit Courts Office, the Business Center, the Jury Program, the Civilian Bailiff Program, and the County Court Reporter Program. Coordinate the fiscal and budgetary operations for the Court Commissioner, Family Court Services, Probate, and Juvenile Court offices, and direct the receipt and disbursement of all court-ordered financial obligations and trust funds. Coordinate information technology services, computer network support and CCAP hardware and software maintenance for all court units. Coordinate facility planning and capital project management for court-wide operations. Provide fiscal management, budget development, strategic planning and project management assistance to all court divisions.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**14.12**	**14.13**	**14.13**	**14.25**	**0.12**
General Government	$1,011,125	$1,068,884	$1,152,148	$1,152,000	$83,116
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$317,708	$300,000	$300,000	$300,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$21,334	$21,000	$21,000	$20,000	($1,000)
Appr. Fund Balance	$40,000	$20,000	$22,424	$20,000	$0
County Tax Levy (Credit)	**($79,902)**	**($110,607)**	**($110,607)**	**($70,362)**	**$40,245**
Total Revenues	**$1,310,265**	**$1,299,277**	**$1,384,965**	**$1,421,638**	**$122,361**
Personnel Costs	$948,029	$1,002,274	$1,000,473	$1,117,916	$115,642
Operating Expenses	$142,205	$149,019	$122,750	$150,000	$981
Interdept. Charges	$136,198	$147,984	$151,121	$153,722	$5,738
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,226,432**	**$1,299,277**	**$1,274,344**	**$1,421,638**	**$122,361**
Rev. Over (Under) Exp.	$83,833	$0	$110,621	$0	$0

Program Highlights

General Governmental revenues consist of state payments in the form of a Circuit Court Support Grant and partial reimbursement for expenses relating to interpreters for non-English speaking persons involved in a legal matter. Together, these payments total $1,152,000 which is an increase of $83,100 from the 2015 Adopted Budget. Fund balance of $20,000 is provided to support departmental efforts to maintain its furniture/equipment replacement base.

Personnel costs for 14.25 FTE staff and temporary assistance totals $1,117,900, an increase of $115,600 (and 0.12 FTE) over the 2015 Adopted Budget. This increase reflects an annual cost to continue increase and the transfer of 1.0 FTE Fiscal Specialist position from the Juvenile Court division. It also reflects an internal re-allocation of temporary/extra help funds for document imaging to the other divisions to reflect each unit's strategic plan objectives. Temporary/extra help for civilian juror bailiffs (non-sworn personnel) remains funded at 0.75 FTE (1,570 hours) to support our juror services.

Operating expenditures include increases for supplies of $4,100 and business services and equipment of $6,800, partially offset by a $6,000 reduction for contracted support services for courtroom audio and video technology.

Interdepartmental Charges increase $5,700 which reflects increases for a variety of insurance expenses totaling $12,600 which are partially offset by a 7,500 reduction to cross-charges for technology services and equipment.

Clerk of Courts-Criminal & Traffic Division

Program Description

Direct and coordinate office and courtroom support and record management services for all criminal and traffic related case matters handled by circuit court judges and judicial court commissioners. Initiate and maintain the official court record for all felony, misdemeanor, criminal traffic, and traffic and ordinance cases filed with this division. Prepare all necessary court orders and disposition judgments. Establish payment requirements, receipt, and disburse all payments for fines, forfeitures, restitution, and bail as ordered by the court. Schedule and coordinate court calendars for divisional court officials. Transmit the appropriate court case data to local, county, and state agencies as required and necessary.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**21.58**	**21.68**	**21.68**	**22.07**	**0.39**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$503,705	$522,200	$502,500	$500,000	($22,200)
Charges for Services	$386,463	$390,200	$405,200	$390,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,362,394**	**$1,483,857**	**$1,483,857**	**$1,524,326**	**$40,469**
Total Revenues	**$2,252,562**	**$2,396,257**	**$2,391,557**	**$2,414,526**	**$18,269**
Personnel Costs	$1,243,040	$1,354,691	$1,348,379	$1,365,962	$11,271
Operating Expenses	$302,472	$362,450	$340,900	$354,350	($8,100)
Interdept. Charges	$649,170	$679,116	$684,647	$694,214	$15,098
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,194,682**	**$2,396,257**	**$2,373,926**	**$2,414,526**	**$18,269**

Rev. Over (Under) Exp.	$57,880	$0	$17,631	$0	$0

Program Highlights

Criminal/Traffic Division revenues continue to lag overall and the 2016 budget of $890,200 reflects a net reduction of $22,200 from the 2015 Adopted Budget. Small increases in county citation filings are expected to contribute to a revenue increase of $7,800, but is offset by lower anticipated receipts for state fine and forfeiture related revenue of $30,000. Adjustments for improved receipts related to restitution payment fees and forfeited cash bail are offset by lower revenues for payment plan fees.

Personnel expenses are budgeted at $1,366,000 for the 22.07 FTE staff supporting this division and its approximately 6.5 court officials (judges and court commissioners). This includes 0.07 FTE in overtime (146 hours) to provide support when court continues past 4:30 PM and 1.0 FTE in temporary assistance (2,080 hours) for continued efforts to electronically scan and store case related paper documents to meet the strategic goal of creating complete electronic case files in all divisional case types.

Operating expenses for the division total $354,400, which is a decrease of $8,100. Costs have been held constant as efforts to incorporate LEAN practices and lower case filing volume has contributed to lower operating costs in areas like medical services, court appointed counsel, and jury expenses. Reduced expenses in these areas have been offset by an increase of $8,000 for a growing number and variety of language interpreter needs.

Interdepartmental Charges are budgeted to increase by $15,100, to $694,200 which largely reflects the costs associated with court security and transportation costs (combined total of $626,500) required for the case types heard in this division, A total combined increase for these costs of $25,000 is budgeted, and is partially offset by lower collection services costs.

Clerk of Courts-Family Division

Program Description

Direct and coordinate office and court support and record management services for all family related case matters handled by circuit court judges and judicial court commissioners. Initiate and maintain the official court record for all divorce, paternity, custody/visitation, and support enforcement cases filed with this division. Prepare all necessary court orders and disposition judgments. Establish payment requirements, receipt, and disburse all payments for case filings and case fees as ordered by the court. Schedule and coordinate court calendars for divisional court officials. Transmit the appropriate court case data to local, county, and state agencies as required and necessary.

County-Wide Key Strategic Outcome: Cost effective service delivered with competence and skill

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**16.06**	**15.05**	**15.05**	**16.04**	**0.99**
General Government	$414,498	$415,000	$438,462	$420,000	$5,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$100,845	$94,000	$98,000	$104,000	$10,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$862,118**	**$811,028**	**$811,028**	**$867,838**	**$56,810**
Total Revenues	**$1,377,461**	**$1,320,028**	**$1,347,490**	**$1,391,838**	**$71,810**
Personnel Costs	$881,377	$877,518	$856,196	$963,314	$85,796
Operating Expenses	$126,780	$137,100	$137,150	$137,000	($100)
Interdept. Charges	$262,835	$305,410	$282,012	$291,524	($13,886)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,270,992**	**$1,320,028**	**$1,275,358**	**$1,391,838**	**$71,810**
Rev. Over (Under) Exp.	$106,469	$0	$72,132	$0	$0

Program Highlights

Divisional revenues are budgeted at $524,000 for 2016 which is an increase of $15,000 from the 2015 Adopted Budget. Non-levy revenues consist of state funds for reimbursement of county funded guardian ad litem (GAL) services, county recoveries of GAL expenses, and federal funding for court services provided under the Title IV-D program for paternity determination and the establishment and enforcement of child support.

Personnel expenses are budgeted at $963,300 for the 16.04 FTE staff supporting this division and its approximately 4.0 court officials (judges and court commissioners). This includes 0.04 FTE in overtime (83 hours) to provide support when court continues past 4:30 and 1.0 FTE (2,080 hours) for continued efforts to electronically scan and store case related paper documents to meet the strategic goal of creating complete electronic case files in all divisional case types.

Operating expenditure increases for interpreter services and legal research materials are offset by a reduction of $4,000 in divisional supply costs due to consolidated operations with the Civil Division.

Interdepartmental charges are budgeted at $291,500 which is $13,900 less than 2015. The most significant changes reflect a re-distribution of Court Security expenses to other divisions (resulting in a $10,000 reduction) and reduced expenses for divisional telephone costs $3,600. Total court security expenditures for family proceedings is budgeted at $250,000 for 2016.

Clerk of Courts-Civil Division

Program Description

Direct and coordinate office and court support and record management services for all Civil Division case matters handled by circuit court judges and judicial court commissioners. Initiate and maintain the official court record for all large claim and small claim cases, temporary restraining orders involving domestic or child abuse, and harassment cases filed with this division. Prepare all necessary court orders and disposition judgments. Establish payment requirements, receipt, and disburse all payments for case filings and case fees as ordered by the court. Schedule and coordinate court calendars for divisional court officials. Transmit the appropriate court case data to local, county, and state agencies as required and necessary.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**16.11**	**16.09**	**16.09**	**15.58**	**(0.51)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$600	$500	$500	$500	$0
Charges for Services	$154,222	$165,000	$155,000	$155,000	($10,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,165,991**	**$1,202,616**	**$1,202,616**	**$1,125,295**	**($77,321)**
Total Revenues	**$1,320,813**	**$1,368,116**	**$1,358,116**	**$1,280,795**	**($87,321)**
Personnel Costs	$964,694	$1,012,374	$1,059,319	$927,053	($85,321)
Operating Expenses	$73,374	$92,650	$89,343	$92,700	$50
Interdept. Charges	$242,516	$263,092	$255,482	$261,042	($2,050)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,280,584**	**$1,368,116**	**$1,404,144**	**$1,280,795**	**($87,321)**
Rev. Over (Under) Exp.	$40,229	$0	($46,028)	$0	$0

Program Highlights

Civil Division revenues are comprised of case filing and other related fees on large claim and small claim cases. Similar to experience from previous years, large and small claims case filings are trending lower and revenues have been reduced accordingly. For 2016, this reduction totals $10,000.

Personnel expenses for 2016 total $927,100 for 15.58 FTE staff supporting divisional services and its approximately 4.0 court officials (judges and court commissioners). Salary and benefit expenses are budgeted to decrease by $85,300 which mainly reflects the unfunding of a 0.50 FTE Administrative Specialist position and several changes in employee health insurance coverage selection. Overtime totaling 0.08 FTE (166 hours) is included to support in-court activities that extend past 4:30 PM and for customer assistance. No temporary assistance is budgeted in this division, as imaging efforts are being coordinated with existing staff.

Operating cost increases for supplies are mostly offset by juror fee reductions resulting from management efficiencies and case volume changes.

Interdepartmental Charges are reduced by $2,100, mainly related to telecommunications expense savings. Total court security expenditures for civil proceedings are budgeted at $210,500 for 2016.

Juvenile Court

Program Description

Provide for the administrative and financial management of the Juvenile Court and, in accordance with state and federal regulations, is responsible for the collection and disbursement of victim restitution, court fines and fees and any other administrative costs ordered by the court. Perform all court related activities of juvenile matters per Chapters 48, 51, and 938 of the Wisconsin Statutes as well as adult civil commitments. These activities include: accepting petitions/citations for case initiation; scheduling hearings; preparing court orders; and collecting and disbursing restitution at the conclusion of a case. Collect costs, fines, fees, and assessments for proper distribution to the State, the County, and to local municipalities. Record and maintain all required case data relative to case filings for forwarding to various state agencies for reporting purposes.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**8.05**	**7.04**	**7.04**	**6.02**	**(1.02)**
General Government	$85,000	$83,000	$83,000	$85,000	$2,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$3,465	$50,000	$65,000	$65,000	$15,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$130,746	$46,500	$51,000	$56,000	$9,500
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,098,709**	**$1,030,123**	**$1,030,123**	**$916,296**	**($113,827)**
Total Revenues	**$1,317,920**	**$1,209,623**	**$1,229,123**	**$1,122,296**	**($87,327)**
Personnel Costs	$459,789	$440,034	$449,963	$362,122	($77,912)
Operating Expenses	$576,461	$633,400	$599,250	$624,850	($8,550)
Interdept. Charges	$119,744	$136,189	$140,194	$135,324	($865)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,155,994**	**$1,209,623**	**$1,189,407**	**$1,122,296**	**($87,327)**
Rev. Over (Under) Exp.	$161,926	$0	$39,716	$0	$0

Program Highlights

Juvenile Division revenues are comprised of state reimbursement for county paid guardian ad litem expenses and for recoveries of court ordered (county paid) legal service costs in various proceedings. Non-levy revenues for 2016 are budgeted at $206,000, an increase of $26,500 due to favorable recovery efforts.

Personnel expenses for 2016 total $362,100 for 6.02 FTE staff, supporting divisional services and its approximately 1.35 court officials (judges and court commissioners). Personnel expenses are budgeted to decrease by $77,900 as a result of benefit selection changes and mainly from the transfer of 1.0 FTE Fiscal Specialist position to the Clerk of Courts-Administration/Business Center where court-wide collection efforts have been centralized. Overtime totaling 0.02 FTE is funded to support in-court activities that extend past 4:30 and for customer assistance. No temporary assistance is budgeted currently and divisional imaging efforts are being coordinated with existing staff.

Operating costs are budgeted to decrease by $8,600 which reflects modest increases in legal publications expenses, offset by a reduction in court appointed legal services.

Interdepartmental Charges are reduced by $900, mainly related to telecommunications expense savings. Total court security expenditures for juvenile court proceedings are budgeted at $91,500 for 2016.

Family Court Services

Program Description

The Family Court Services office provides services to the circuit court under ss. 767.11 of the state statutes. This office advocates for the best interest of children whose parents are involved in divorce and paternity actions. To accomplish this, staff provides evaluation and mediation services to assist the case parties and the court in resolving child custody and physical placement disputes.

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**6.00**	**6.00**	**6.00**	**5.25**	**(0.75)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$38,780	$35,000	$35,000	$35,000	$0
Charges for Services	$187,905	$237,500	$195,000	$182,500	($55,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$250,331**	**$267,087**	**$267,087**	**$306,564**	**$39,477**
Total Revenues	**$477,016**	**$539,587**	**$497,087**	**$524,064**	**($15,523)**
Personnel Costs	$519,212	$519,808	$519,958	$481,848	($37,960)
Operating Expenses	$7,474	$13,000	$14,000	$36,000	$23,000
Interdept. Charges	$3,007	$6,779	$6,479	$6,216	($563)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$529,693**	**$539,587**	**$540,437**	**$524,064**	**($15,523)**

Rev. Over (Under) Exp.	($52,677)	$0	($43,350)	$0	$0

Program Highlights

Divisional non-levy revenues for 2016 total $217,500, which is a reduction of $55,000 from the 2015 Adopted Budget to more closely reflect actual custody and placement study fee revenue trends.

Personnel Costs have been reduced by about $38,000 to $481,800 which reflects the unfunding of a 0.75 FTE Social Worker position in response to the decrease in custody and visitation studies and a business decision to explore the use of contract professionals to meet volume increases or service needs.

Operating expenses and interdepartmental charges increase a total of $22,400 for 2016, and includes $20,000 for Contract Services, and an increase of $3,000 for expanded training and development opportunities for staff.

Court Commissioners

Program Description

Court Commissioners are directed by the Circuit Court Judges to hold hearings and handle case proceedings to facilitate the judicial process through the exercise of quasi-judicial authority in matters authorized by statute. Court Commissioners are involved in and hear matters arising in all divisions of the Circuit Court system including criminal, traffic, family, paternity, civil, small claims, probate, and juvenile cases.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.08**	**4.00**	**4.00**	**4.00**	**0.00**
General Government	$43,009	$35,000	$43,000	$40,000	$5,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$566,419**	**$569,447**	**$569,447**	**$566,668**	**($2,779)**
Total Revenues	**$609,428**	**$604,447**	**$612,447**	**$606,668**	**$2,221**
Personnel Costs	$576,369	$586,450	$570,079	$588,854	$2,404
Operating Expenses	$6,863	$11,400	$12,000	$13,200	$1,800
Interdept. Charges	$8,720	$6,597	$7,197	$4,614	($1,983)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$591,952**	**$604,447**	**$589,276**	**$606,668**	**$2,221**
Rev. Over (Under) Exp.	$17,476	$0	$23,171	$0	$0

Program Highlights

Divisional revenues related to federal IV-D (Child Support Enforcement) funding increase from $35,000 to $40,000 in the 2016 budget.

Personnel expenses budgeted for 2016 increase by $2,400 to $588,900. This increase reflects costs to continue 4.0 FTE staff, partially offset by a reduction in insurance expense due to changes in benefit selection. As was the policy that began with the 2015 budget, any emergency arrangements necessary to cover Commissioner calendars will be managed with existing Commissioners or Judges.

Operating expenses and interdepartmental charges decrease a total of $183 in this division. Additional funds are provided for Commissioner training and development and are offset by a reduction in copier replacement costs.

Register in Probate

Program Description
This office coordinates the judicial activities, administrative functions and financial management of the Probate Court including the opening, closing, maintenance and preservation of all files dealing with probate proceedings. This includes estate proceedings, trusts, adult guardianships and protective placements, adult adoptions, and juvenile guardianships of the estate. These cases are maintained in accordance with federal and state law, and county policies and procedures.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**6.55**	**6.50**	**6.50**	**7.00**	**0.50**
General Government	$22,000	$22,000	$22,000	$22,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$143,125	$140,000	$154,000	$145,000	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$44,565	$25,000	$30,000	$30,000	$5,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$348,421**	**$320,930**	**$320,930**	**$303,556**	**($17,374)**
Total Revenues	**$558,111**	**$507,930**	**$526,930**	**$500,556**	**($7,374)**
Personnel Costs	$421,442	$426,656	$431,596	$415,215	($11,441)
Operating Expenses	$59,208	$63,275	$60,190	$66,600	$3,325
Interdept. Charges	$22,396	$17,999	$17,254	$18,741	$742
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$503,046**	**$507,930**	**$509,040**	**$500,556**	**($7,374)**
Rev. Over (Under) Exp.	$55,065	$0	$17,890	$0	$0

Program Highlights

Non-Levy revenues for the Register in Probate office are budgeted to increase $10,000 to $197,000 in 2016. The revenue increase results partly from a $5,000 increase in statutory recording fees assessed by the office in formal and informal estate proceedings, and from a $5,000 increase in legal service recoveries.

Personnel expenses are budgeted at $415,200 for the 7.00 FTE staff supporting this division and its approximately 0.25 court officials, (judges and court commissioners). Salary and benefit expenses are $11,400 lower than the 2015 Adopted Budget due to the unfunding of a 0.50 FTE Fiscal Specialist position offset by an increase of 1.0 FTE in temporary assistance (2,080 hours) to fund continued efforts to electronically scan and store case related paper documents to meet the strategic goal of creating complete electronic case files in all divisional case types.

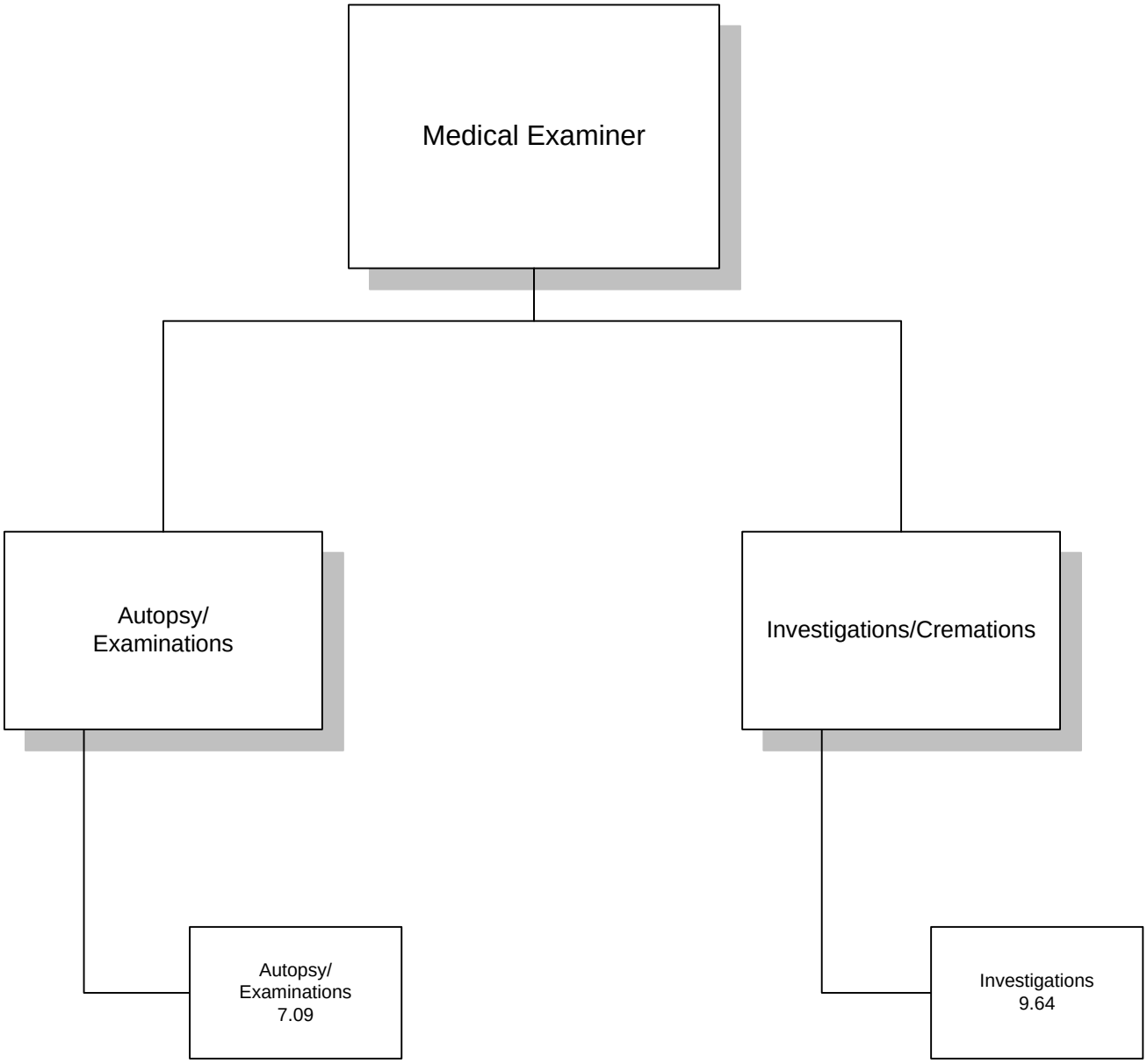
Operating expenses and interdepartmental charges increase a total of $4,100 in this program area as a result of increased expenses budgeted for interpreter services, and collection service costs.

Medical Examiner

Return to Table of Contents

MEDICAL EXAMINER'S OFFICE

FUNCTION / PROGRAM CHART



16.73 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Return to Table of Contents

Medical Examiner

Statement of Purpose

The Waukesha County Medical Examiner's Office investigates deaths in Waukesha County as mandated by Wisconsin State Statute 979 to ensure the safety, health, and welfare of the community. The Office provides investigation, documentation, and medical evaluation of reportable cases. In 2015, the office was contracted to oversee medical examiner responsibilities and operations in Washington and Walworth Counties (the actual investigations are still conducted by staff in those counties). Expenditures and revenues were increased accordingly in the 2015 Budget and several items have been adjusted in the 2016 Budget.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$393,030	$456,195	$456,195	$502,335	$46,140	10.1%
Charges for Services	$315,790	$694,206	$678,208	$666,458	($27,748)	-4.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$75,000	$76,350	$76,735	$78,256	$1,906	2.5%
Appr. Fund Balance	$0	$0	$10,325	$0	$0	N/A
County Tax Levy (Credit)	**$976,310**	**$980,310**	**$980,310**	**$955,610**	**($24,700)**	**-2.5%**
Total Revenue Sources	**$1,760,130**	**$2,207,061**	**$2,201,773**	**$2,202,659**	**($4,402)**	**-0.2%**
Expenditures						
Personnel Costs	$1,276,677	$1,693,565	$1,615,465	$1,735,931	$42,366	2.5%
Operating Expenses	$270,727	$353,088	$379,283	$310,068	($43,020)	-12.2%
Interdept. Charges	$112,127	$160,408	$159,011	$156,660	($3,748)	-2.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,659,531**	**$2,207,061**	**$2,153,759**	**$2,202,659**	**($4,402)**	**-0.2%**
Rev. Over (Under) Exp.	$100,599	$0	$48,014	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	11.00	15.00	15.00	16.00	1.00
Extra Help	0.50	0.86	0.86	0.33	(0.53)
Overtime	0.45	0.45	0.45	0.40	(0.05)
Total FTEs	11.95	16.31	16.31	16.73	0.42

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: A safe county

Objective 1: Investigate all unnatural and/or suspicious deaths in the County to determine cause and manner of death and provide the information to the families of the deceased and to other agencies. Improve the reporting of unnatural and suspicious deaths in the County through contact, communication, and training the police and the health care community (first responders). (Investigations/Cremations and Autopsies/Examinations)

Key Outcome Indicator: Medical Examiner industry standards indicate that the percentage of deaths that should be reported should be between 35%-45% of all County deaths because those deaths may require further investigation.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Percentage of deaths reported	32%	40%	37%	40%

Objective 2: Collaborate with Walworth and Washington Counties to develop a regional Mass Fatality plan.

Key Outcome Indicator: Produce testable plan in early 2016.

Performance Measure: Effectiveness of plan during exercise in 2016 as evaluated by outside specialists.

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 3: Collaborate with the Aging and Disability Resource Center (ADRC) staff to refer elderly widows/widowers cases to ensure that they are aware of available services and to reduce time spent by the medical examiners providing support.

Key Outcome Indicator: The success of this initiative is measured with the number of at-risk elderly (over 60) individuals still living independently referred to the Aging and Disability Resource Center by the Medical Examiner's Office.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of individuals over 60 living independently referred to ADRC	8	10	10	10

* This is an estimate due to the shift in mode of referring, from phone calls to use of referral forms.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 4: Maintain agreements with other counties (Washington and Walworth) through long-term contracts to provide high quality services across a greater base of customers to reduce costs to citizens.

Key Outcome Indicator: The amount of revenue that the Department generates through contract coverage offsets reliance on tax levy to operate the autopsy/examinations program.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
$ the Dept. generates through contract medical examiner services	$235,764	$568,100	$586,913	$573,214
% of autopsy/examinations program costs covered by contracts	26%	44%	48%	46%

Medical Examiner Major Fees	**2014**	**2015**	**2016**	**% Change '15-'16**
Cremation Permit Fee (each)	$215	$240	$240	-
Death Certificate Signing Fee (each)	$75	$80	$80	-
Disinterment Permit Fee (each)	$65	$65	$65	-
Body Storage in the Morgue (per day after 1st day)	$50	$50	$50	-
Facility Use & Supervision (components below)	Up to $1,500	Up to $1,500	Up to $1,545	3%
Pre/Post Recovery (per session)	*$800*	*$800*	*$825*	
Facility Costs (per session)	*$400*	*$400*	*$410*	
Supervision Fee (per session)	*$300*	*$300*	*$310*	

Autopsy/Examinations

County-Wide Key Strategic Outcome: A safe county

Program Description

Cases are brought to the Waukesha County Medical Examiner's Office for further examination or autopsy, if necessary, to determine cause and manner of death. A forensic pathologist performs examinations with assistance from the Deputy Medical Examiners/Pathologist Assistants.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.88**	**7.09**	**7.09**	**7.09**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$314,839	$694,206	$677,957	$666,208	($27,998)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$75,000	$76,350	$76,575	$78,256	$1,906
Appr. Fund Balance	$0	$0	$5,000	$0	$0
County Tax Levy (Credit)	**$610,134**	**$519,244**	**$519,244**	**$503,415**	**($15,829)**
Total Revenues	**$999,973**	**$1,289,800**	**$1,278,776**	**$1,247,879**	**($41,921)**
Personnel Costs	$631,682	$897,887	$804,227	$895,760	($2,127)
Operating Expenses	$240,374	$307,055	$328,903	$273,418	($33,637)
Interdept. Charges	$42,789	$84,858	$83,461	$78,701	($6,157)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$914,845**	**$1,289,800**	**$1,216,591**	**$1,247,879**	**($41,921)**
Rev. Over (Under) Exp.	$85,128	$0	$62,185	$0	$0

Program Highlights

Charges for services in this program are mostly comprised of revenue from contracted medical examiner services with Walworth and Washington Counties. The total for the base contracts is $573,200, an increase of about $5,200 from 2015. A $12,600 reduction is also budgeted to remove 2015 one-time revenue for transition services provided to Walworth County. Another reduction is budgeted for morgue use and staff supervision for non-contracted tissue recoveries, due to fewer non-contract recoveries than the 2015 Budget assumed. Overall, charges for services revenues decreased about $28,000.

Personnel costs decrease $2,100 due to a reduction in the use of temporary extra help and overtime in this program area and an adjustment to the way personnel are split across the program areas in the department, partially offset by increased costs associated with the creation of 1.0 FTE Deputy Medical Examiner (Pathology Assistant) position. The increased workload in Waukesha and the partner counties justifies creating this position. This will reduce the use of temporary extra help and overtime costs in personnel, and third party extra help in operating which was used to fund pathology assistance in lieu of creating an additional position in the 2015 Budget. Operating expenditures also decrease $33,600 as a result. Interdepartmental charges decrease $6,200 due to a reduction in EUTF charges, which reflects an adjustment from assumptions made in the 2015 budget.

Activity - Workload Data	2009	2010	2011	2012	2013	2014	2015 Estimate	2016 Budget
Autopsies-Waukesha Co.	180	193	169	227	216	229	190	220
External Exams*	162	181	169	163	181	185	230	190
Contract Autopsies	124	140	131	95	101	118	166	168
Contract Exams**	-	-	-	-	-	-	127	130
Total	**466**	**514**	**469**	**485**	**498**	**532**	**713**	**708**

* Note: Based on the time that it takes to complete an autopsy versus an external exam, one autopsy equals three external exams (however, those numbers are not reflected above).

***Contract Exams* line added in 2015. Some, but not all of these exams are done at the Waukesha facility.

Investigations/Cremation

County-Wide Key Strategic Outcome: A safe county

Program Description

Death investigation involves collection of information from witnesses, family members, hospitals and physicians, as well as examination of the body and/or the scene of the death when possible. Cremations involve investigation and examination of decedents prior to cremation.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**7.07**	**9.22**	**9.22**	**9.64**	**0.42**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$393,030	$456,195	$456,195	$502,335	$46,140
Charges for Services	$951	$0	$251	$250	$250
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$160	$0	$0
Appr. Fund Balance	$0	$0	$5,325	$0	$0
County Tax Levy (Credit)	**$366,176**	**$461,066**	**$461,066**	**$452,195**	**($8,871)**
Total Revenues	**$760,157**	**$917,261**	**$922,997**	**$954,780**	**$37,519**
Personnel Costs	$644,995	$795,678	$811,238	$840,171	$44,493
Operating Expenses	$30,353	$46,033	$50,380	$36,650	($9,383)
Interdept. Charges	$69,338	$75,550	$75,550	$77,959	$2,409
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$744,686**	**$917,261**	**$937,168**	**$954,780**	**$37,519**
Rev. Over (Under) Exp.	$15,471	$0	($14,171)	$0	$0

Program Highlights

Fines and licenses revenue is budgeted to increase $46,100. This increase is due to an expected higher volume of cremation permits issued in 2016.

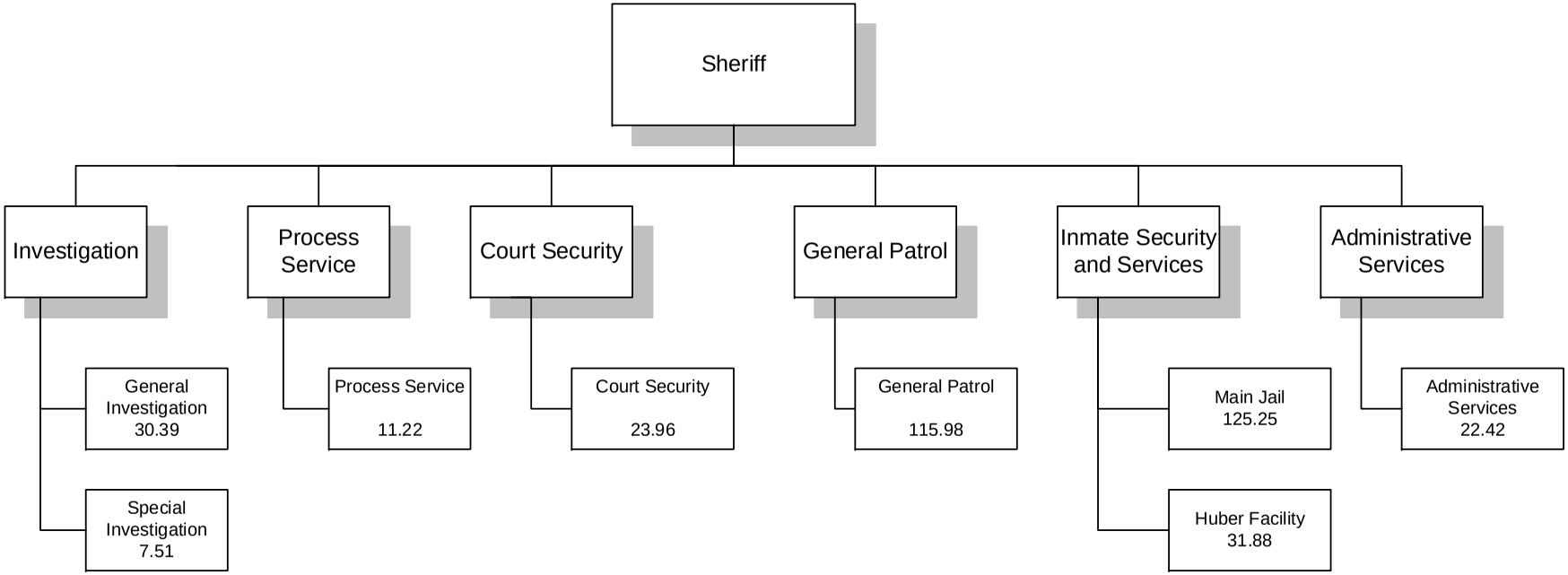
Personnel costs increase $44,500 due to the addition of a full-time Deputy Medical Examiner/Pathology Assistant and an adjustment to the way personnel are split across the program areas in the department, partially offset by a reduction in the use of temporary extra help. Operating expenditures decrease $9,400, mostly due to a $5,000 reduction for medical supplies, which represents a shift in budgeted expenditures to the other program area in the department.

Activity - Workload Data	2009	2010	2011	2012	2013	2014	2015 Estimate	2016 Budget
Non-Scene Cases Investigated	1,017	1,086	970	1,071	989	1,032	1,046	1,035
Scenes Investigated	303	337	320	348	371	366	406	373
Total Cases Investigated	**1,320**	**1,423**	**1,290**	**1,419**	**1,360**	**1,398**	**1,452**	**1,408**
Cremation Permits Issued	1,287	1,515	1,506	1,631	1,727	1,860	1,977	2,115

Sheriff

SHERIFF'S DEPARTMENT

FUNCTION / PROGRAM CHART



368.61 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Return to Table of Contents

Statement of Purpose

In partnership with the communities we serve, the men and women of the Waukesha County Sheriff's Department are committed to maintaining the integrity of our communities through the delivery of responsible, efficient, and innovative law enforcement service.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate (c)	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$222,672	$230,475	$241,113	$230,416	($59)	0.0%
Fine/Licenses	$4,767	$3,500	$4,800	$3,800	$300	8.6%
Charges for Services	$7,411,995	$7,830,258	$7,381,407	$7,849,897	$19,639	0.3%
Interdepartmental (a)	$1,312,997	$1,420,098	$1,344,604	$1,443,678	$23,580	1.7%
Other Revenue	$1,416,152	$1,294,997	$1,458,266	$1,460,144	$165,147	12.8%
Appr. Fund Balance (b)	$894,944	$209,869	$557,457	$256,469	$46,600	22.2%
County Tax Levy (Credit)	**$27,408,267**	**$27,576,822**	**$27,576,822**	**$27,771,822**	**$195,000**	**0.7%**
Total Revenue Sources	**$38,671,794**	**$38,566,019**	**$38,564,469**	**$39,016,226**	**$450,207**	**1.2%**
Expenditures						
Personnel Costs	$30,684,173	$30,540,688	$30,634,806	$30,645,802	$105,114	0.3%
Operating Expenses	$3,841,718	$4,059,937	$4,107,188	$4,345,969	$286,032	7.0%
Interdept. Charges (d)	$3,733,731	$3,868,944	$3,723,204	$3,941,805	$72,861	1.9%
Fixed Assets	$369,661	$96,450	$307,679	$82,650	($13,800)	-14.3%
Total Expenditures (c)	**$38,629,283**	**$38,566,019**	**$38,772,877**	**$39,016,226**	**$450,207**	**1.2%**
Rev. Over (Under) Exp.	$42,511	$0	($208,408)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	354.00	354.00	354.00	353.00	(1.00)	
Extra Help	4.85	4.97	4.97	5.03	0.06	
Overtime	10.46	10.58	10.58	10.58	0.00	
Total FTEs	369.31	369.55	369.55	368.61	(0.94)	

(a) Revenues from interdepartmental charges to other departments (mainly Courts and Human Services) are funded by various funding sources including Tax Levy.

(b) Fund Balance appropriations are $209,869 in the 2015 Adopted Budget and $256,469 in the 2016 Adopted Budget. The 2016 budget includes $78,419 from federal drug seizure funds (reserved fund balance) for vehicle leases for the metro drug unit and non-corrections equipment replacement; $10,000 in General Fund Balance for annual bulletproof vests replacement program; $103,050 in jail assessment fee revenues received in prior years and used to partially fund the jail equipment replacement program; and $65,000 in General Fund Balance used to fund the non-corrections equipment replacement program. The 2015 Estimated Fund Balance includes $209,869 in appropriated General Fund Balance; $172,367 in General Fund Balance associated with carryovers or encumbered funds; and $175,221 appropriated through the ordinance process. 2014 Actual Fund Balance appropriation of $894,944 includes: $279,672 in appropriated General Fund Balance; $333,242 for carryovers or encumbrances from 2013 to the 2014 Budget; and $282,030 appropriated through seized fund ordinances and other various ordinances.

(c) The 2015 Estimate exceeds the 2015 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2014 Budget modifying the 2015 Budget and the appropriation of expenditure authority through ordinances. The Department anticipates that it may finish the year unfavorably largely due to revenue receipts less than budgeted. The Department continues to manage and monitor budget expenditures and revenues.

(d) Interdepartmental charges expenditures increase by $72,900 or 1.9% partially due to the Department budgeting an additional $33,600 in vehicle replacement, fuel, and repair expenses mostly due to an increase in vehicle maintenance costs. The Department is also experiencing a $28,300 increase in insurance expenses due to claims experience and a $51,200 increase in Radio Services charges as the newly purchased radios are no longer under warranty.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: A safe county

Objective 1: Improve and preserve the security, safety, and integrity of Waukesha County communities through ongoing prevention of crime to reduce or hold down the number of violent crimes. One indicator used by almost all law enforcement agencies is the State of Wisconsin Crime Index reports. This is a report based on agency-prepared data of offenses in their jurisdictions. The assumption is that the lower the index, the safer the jurisdiction. This must always be weighed in terms of resources available for all law enforcement functions. Also, while the reporting categories are standardized, the interpretation of the standards can differ among jurisdictions.

Key Outcome Indicator: Number of reported (State Index I) crimes per 100,000 population within each of the following categories.

Performance Measure:	2014 Actual (a)	2015 Target	2015 Estimate	2016 Projection
Violent Crime	61	60	65	65
Burglary/Larceny	538	950	1,100	1,100

(a) The 2014 actual rate is from the Crime in Wisconsin publication from the Wisconsin Office of Justice Assistance. The information provided is preliminary information as the final report has not yet been released.

Comparative County Sheriff Departments--Offense Rates per 100,000 Residents (2014 Statistics)

	Brown County	Dane County	Racine County	Eau Claire County	Kenosha County	Waukesha County
Violent Crimes	105	51	33	72	92	61
Property Crimes	1,080	753	752	729	1,241	538

Objective 2: Improve and preserve the security, safety, and integrity of Waukesha County communities at large by providing law enforcement activities at schools. By placing a student resource officer (SRO) in the school, the Department's goal is to reduce the number of negative law enforcement contacts with students through use of a physical presence as a deterrent as well as a student resource.

Key Outcome Indicator: Waukesha County provides deputies to school districts located in the areas where they provide primary patrol coverage. The performance measure is the number of law enforcement contacts by the SRO's with school students.

Performance Measure:	2014-2015 School Year	2015 Target	2015 Estimate	2016 Target
SRO student contacts*	7,629	6,000	5,000	5,000

*Contacts include citations, accident reports, incident reports, as well as other officer/student interactions. The decrease in the number of contacts for 2015 estimate and 2016 target is largely due to the reduction of one SRO for the Norris School District.

Objective 3: Improve and preserve the security, safety, and integrity of Waukesha County communities by maintaining effective patrol services to ensure prompt response to citizen calls for service.

Key Outcome Indicator: A primary indicator for prompt response for almost all law enforcement agencies is response time of patrol officers to priority one calls. The assumption of this indicator is that a quicker response translates into a higher probability of stopping crimes in progress, assisting injured persons to reduce the impact of their injuries, and obtaining information sooner to increase solvability of the incidents. This must always be weighed in terms of resources available for all law enforcement functions.

With the implementation of the Intergraph CAD system, the Sheriff's Department no longer has the ability to gather aggregate average response time information. The Department only has the ability to obtain response time information for individual calls for service. Information Technology staff is working on a solution to enable the Sheriff's Department to obtain this important measurement.

Objective 4: Maintain a safe and secure facility for staff and inmates. Physical safety of both staff and inmates in the Corrections Division is of prime importance. One indicator of physical safety is assaultive behavior, both among inmates and by inmates on staff. Like any other outcome, it must always be weighed in terms of resources available for all law enforcement functions.

Key Outcome Indicator: Assaults on inmates and corrections staff.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Projection
Assaults between inmates - Actual	21	20	20	20
Assaults on Corrections Staff - Actual	0	0	0	0

Objective 5: The Sheriff's Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Projection
Number of Jail Days Saved	1,474	1,300	1,300	1,300
Value in $ of service to the County (8 hours/day, 3 to 5 days/week at $10.76/hr)	$129,895	$111,900	$111,900	$111,900

In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours instead of 24 hours. The ordinance went into affect mid-year 2011.

Objective 6: Continue to look at the future of the Huber facility and the inmate population that it serves. With County partners, consider recommendations of the CJCC Community Corrections Center Study Committee Report –September 2010.

CURRENT AND PLANNED CAPITAL PROJECTS (Refer to Capital Project Section (tab) for additional project information)

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 15	Estimated Operating Impact	A=Annual T= One-Time
201615	Security System Recording & Display Equipment Replacement & Video Visitation Study	2019	$301,000	0%	TBD	A
201307	Public Safety Re-engineering and Software Upgrade	2015	$425,000	100%	$41,000*	A

Jail Equipment Replacement Plan

Program Description

The 2016 Sheriff's Department Budget includes funding for an equipment replacement plan for the Waukesha County Jail and the Waukesha County Huber Facility. This program is partially funded with $103,050 of general fund balance generated from prior years' jail assessment fee revenues and $30,000 of base budget dollars that the Department had budgeted for equipment repairs. Below is a summary of the items that the Department is planning on purchasing with the 2016 funding.

Category	2016
Office Equipment	$9,000
Medical Equipment	$3,700
Inmate Area Equipment	$8,200
Laundry Equipment	$26,000
Maintenance Items	$35,350
Kitchen Equipment	$23,000
Security Equipment	$27,800
Total 2016	$133,050

Non-Corrections Equipment Replacement Plan

Program Description

The 2016 Sheriff's Department Budget includes funding for the purchase of equipment in program areas of the Department other than Jail and Huber. This program is partially funded with $65,000 of reserved General Fund balance generated from prior year seized funds revenue and $65,000 of General Fund balance. Below is a summary of the items that the Department is planning on purchasing with the 2016 funding. The Department intends to include five years of planned expenditures to identify and plan for future purchases.

Category	2016
Deputy DAAT* Equipment	$34,385
Investigation and Interrogation Equipment	$8,050
Dive Equipment	$7,000
Firearms	$9,000
Radio Equipment/Accessories	$1,400
Tactical Enforcement Unit (TEU) Equipment	$30,400
Vehicle Equipment	$39,765
Total 2016	$130,000

*Defense and Arrest Tactics

Use of Seized Funds

Program Description

Under both state and federal statutes, property that has been obtained as a result of a criminal enterprise may be seized by the arresting law enforcement agency and then, after due process, be forfeited to that agency. The Department seizes property primarily through its Metro Drug Unit during narcotics arrests. Funds obtained through seizure by ordinance must either be budgeted for expenditure in the budget year following receipt of the funds, or by separate ordinance in the current year. All expenditures must enhance, not supplant, law enforcement efforts. The expenditures are budgeted in the programs as follows:

Program	Amount	Description
Special Investigations	$13,419	Vehicle Lease
Equipment Replacement Plan	$65,000	Non-Jail Equipment Enhancements

Process / Warrant Service

County-Wide Key Strategic Outcome: A safe county

Program Description

Serve civil process. Collect service fees, conduct Sheriff sales, and maintain funds in trust as required. Serve criminal process (warrants). Enter and cancel warrants on County and State warrant systems.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**11.22**	**11.22**	**11.22**	**11.22**	**0.00**
General Government	$3,337	$3,818	$3,503	$3,818	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$350,032	$420,000	$315,881	$395,000	($25,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$481,985**	**$491,424**	**$491,424**	**$555,667**	**$64,243**
Total Revenues	**$835,354**	**$915,242**	**$810,808**	**$954,485**	**$39,243**
Personnel Costs	$529,578	$741,729	$608,904	$772,403	$30,674
Operating Expenses	$16,465	$18,917	$18,879	$18,148	($769)
Interdept. Charges	$157,499	$154,596	$156,654	$163,934	$9,338
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$703,542**	**$915,242**	**$784,437**	**$954,485**	**$39,243**
Rev. Over (Under) Exp.	$131,812	$0	$26,371	$0	$0

Program Highlights

General Government revenue is from the State of Wisconsin's reimbursement for officer training. Charges for Services revenue decreases by $25,000 to $395,000 due to past revenue experience for process and warrant service. County Tax Levy is increasing by $64,200 primarily due to the reduction in revenue and the increased personnel expenses noted below.

Personnel costs of $772,400 increase by $30,700 due to cost to continue increases for 11.22 FTE. The Department is budgeting $20,400 for 458 hours of overtime. Operating expenses of $18,100 includes $7,700 for computer expenses and a total of $3,100 for training expenses for the 11.22 FTE assigned to the program. Interdepartmental charge expenditures allocated to this program increase by $9,300 primarily due to a $2,300 increase in insurance costs based on claims experience, $7,200 increase in radio service charges, and a $500 increase in telephone expenses.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Warrants Entered	4,414	4,200	4,400	4,500	300
Warrants Disposed	3,622	3,200	3,600	3,600	400

Court Security

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide bailiffs to court on request. Ensure security of prisoners under Department jurisdiction at court appearances and maintain order and safety for all persons in court. Monitor courts electronically when possible to identify and respond to hazardous situations. Provide security for the administrative complex (Administrative Building, Courthouse and Justice Center) and Health and Human Services building. Provide security for the administrative complex during non-business hours including personnel and expenditures related to controlled access screening.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**23.94**	**23.93**	**23.93**	**23.96**	**0.03**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$889,851	$964,000	$901,460	$964,000	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,102,722**	**$1,081,168**	**$1,081,168**	**$1,101,820**	**$20,652**
Total Revenues	**$1,992,573**	**$2,045,168**	**$1,982,628**	**$2,065,820**	**$20,652**
Personnel Costs	$2,180,750	$2,045,168	$2,069,921	$2,065,820	$20,652
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,180,750**	**$2,045,168**	**$2,069,921**	**$2,065,820**	**$20,652**
Rev. Over (Under) Exp.	($188,177)	$0	($87,293)	$0	$0

Program Highlights

Interdepartmental revenue is budgeted to remain the same based on Circuit Court Services estimated use of courtroom security in 2016. Interdepartmental revenue also includes $27,000 in revenue from Public Works for after hours security at the Health and Human Services Building. County Tax Levy for the Court Security program area increases by $20,700 primarily due to cost to continue existing staff.

Personnel costs increase by $20,700 to $2,065,800 due to cost to continue increases for existing staff. The Department is budgeting $35,600 in overtime costs for 790 hours. The Department is increasing the amount of money budgeted for temporary extra help by $4,100 for cost to continue increases for those employees and to provide some additional temporary extra help hours. Operating and Interdepartmental expenses related to court security are not being allocated to this budget but instead are budgeted in the Process/Warrant Services program for ease of Department administration.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Bailiff Hours	18,808	20,325	19,000	19,600	(725)
Average Bailiff Cost per Hour	$44.51	$44.33	$44.33	$47.83	$3.50

General Investigations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide investigative follow-up to reported crimes incidents and assist other departments as requested. Provide specialized investigative services including, but not limited to, arson, accident reconstruction, computer crimes, polygraph, and child abuse.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**31.39**	**30.39**	**30.39**	**30.39**	**0.00**
General Government	$9,083	$9,770	$9,400	$8,887	($883)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$116,743	$113,597	$114,924	$115,797	$2,200
Interdepartmental	$104,986	$105,098	$105,042	$113,378	$8,280
Other Revenue	$42,129	$40,300	$40,317	$40,300	$0
Appr. Fund Balance	$5,300	$18,250	$18,250	$8,050	($10,200)
County Tax Levy (Credit)	**$3,234,498**	**$3,157,239**	**$3,157,239**	**$3,165,885**	**$8,646**
Total Revenues	**$3,512,739**	**$3,444,254**	**$3,445,172**	**$3,452,297**	**$8,043**
Personnel Costs	$2,672,124	$2,846,114	$2,758,053	$2,879,614	$33,500
Operating Expenses	$73,045	$95,152	$90,434	$87,590	($7,562)
Interdept. Charges	$448,245	$488,988	$475,114	$478,343	($10,645)
Fixed Assets	$0	$14,000	$11,545	$6,750	($7,250)
Total Expenditures	**$3,193,414**	**$3,444,254**	**$3,335,146**	**$3,452,297**	**$8,043**
Rev. Over (Under) Exp.	$319,325	$0	$110,026	$0	$0

Program Highlights

General Government revenue is from the State of Wisconsin's reimbursement for officer training budgeted at $4,300 and for Justice Assistance Grant revenue budgeted at $4,600. Charges for Services revenue is primarily for the detective position from the City of Pewaukee contract, from blood test fee revenue, and record check fees. Interdepartmental revenues are received from the District Attorney's Office for the allocation of one detective to their office to assist in prosecution case activity. Other Revenue of $40,300 is funding received through restitution payments. General Fund Balance of $8,100 is budgeted to fund the non-jail equipment replacement program. County Tax Levy for this program area increases by $8,600 for cost to continue for existing staff.

Personnel costs of $2,879,600 increases by $33,500 for cost to continue increases for the personnel in the division. The Department is budgeting $41,600 for 812 hours of overtime coverage. Operating expenditures decrease by $7,600 largely due to $4,800 removal of one time equipment budgeted in 2015 and $1,100 decrease in software license costs. Interdepartmental charges decrease by $10,600 due to a decrease of $14,600 for vehicle fuel and maintenance expenses as well as $3,100 decrease in End User Technology charges for this program partially offset by a $6,500 increase in radio services charges due to the replacement of the current radio inventory so that it is compatible with the new digital system. Fixed asset expenditures of $6,750 are budgeted for purchases associated with the non-jail equipment replacement plan.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Investigations Assigned	1,380	1,600	1,600	1,600	0
Len Bias Homicide Cases*	7	10	10	10	0
Hours dedicated to cyber crime taskforce	1,521	1,000	1,000	1,250	250

*Len Bias case: A case that is developed to prosecute the individual responsible for the sale of drugs that resulted in an overdose death.

Special Investigations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide specialized investigative services including narcotics, gambling, gaming and vice as lead agency for the Metro Drug Enforcement Unit.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**6.52**	**7.51**	**7.51**	**7.51**	**0.00**
General Government	$123,575	$100,075	$132,201	$100,075	$0
Fine/Licenses	$4,012	$2,500	$4,000	$3,000	$500
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$19,132	$16,800	$15,815	$17,374	$574
Appr. Fund Balance	$29,959	$13,419	$26,240	$13,419	$0
County Tax Levy (Credit)	**$965,238**	**$1,081,691**	**$1,081,691**	**$1,057,068**	**($24,623)**
Total Revenues	**$1,141,916**	**$1,214,485**	**$1,259,947**	**$1,190,936**	**($23,549)**
Personnel Costs	$874,713	$788,905	$799,873	$789,268	$363
Operating Expenses	$183,458	$196,749	$219,704	$186,284	($10,465)
Interdept. Charges	$222,495	$228,831	$203,915	$215,384	($13,447)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,280,666**	**$1,214,485**	**$1,223,492**	**$1,190,936**	**($23,549)**
Rev. Over (Under) Exp.	($138,750)	$0	$36,455	$0	$0

Program Highlights

General Government revenues of $100,100 consist of $89,500 in Federal Byrne Grant funding which is the 2015 actual award level received, $9,700 in High Intensity Drug Trafficking revenue for two lease vehicles, and about $1,000 of State of Wisconsin training revenue. Fine and License revenue consists of marijuana ordinance violation revenue which is increasing slightly due to 2014 actual revenue received. Other revenue of $17,400 is to reimburse the County for overtime utilization by the Drug Enforcement Agency. County Tax Levy for this program area decreases by $24,600 due to the expenditure decreases detailed below.

Personnel costs of $789,300 increase by $400 due to cost to continue for existing staff. Special Investigations is budgeting $55,200 for overtime which is an increase of $800 from the 2015 budgeted level to provide 1,060 hours of overtime.

Operating expenses of $186,300 reflect a decrease of $10,500 due to a decrease in drug buy money of $10,000. Interdepartmental charges decrease by $13,400 to $215,400 mainly because the cost of the assistant district attorney position paid for by the Sheriff's Department is decreasing by $11,800 per cost information provided by the State of Wisconsin.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Cases Investigated	193	250	226	230	(20)
Felony Counts Charged	105	225	191	195	(30)

General Patrol

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide primary police patrol services to unincorporated areas of the County as well as to part-time municipal police agencies. Respond to calls for service within Waukesha County. Provide transport of prisoners as required by the courts. Assist other County police agencies as required under mutual aid provisions. Provide primary patrol services to contract municipalities including: City of Pewaukee, Town of Delafield, Town of Merton, Town of Lisbon, Town of Waukesha, Village of Merton, and Village of Sussex. Provide school resource officer assistance to four schools including: Arrowhead, Hamilton, Kettle Moraine, and Norris. Provide drug abuse educational programs to Waukesha County schools on a contractual basis. Instruction is by a Drug Abuse Resistance Education (D.A.R.E) certified officer on a part-time basis of approximately 150 hours in a school year. The Waukesha County Sheriff's Department is accredited through the Wisconsin Law Enforcement Accreditation Group.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**117.98**	**117.98**	**117.98**	**115.98**	**(2.00)**
General Government	$66,815	$94,732	$75,751	$97,316	$2,584
Fine/Licenses	$755	$1,000	$800	$800	($200)
Charges for Services	$4,712,520	$4,746,653	$4,714,532	$4,791,844	$45,191
Interdepartmental	$318,160	$351,000	$338,102	$366,300	$15,300
Other Revenue	$26,812	$3,000	$31,650	$29,900	$26,900
Appr. Fund Balance	$457,260	$53,200	$105,443	$131,950	$78,750
County Tax Levy (Credit)	**$7,631,325**	**$7,716,419**	**$7,716,419**	**$7,647,336**	**($69,083)**
Total Revenues	**$13,213,647**	**$12,966,004**	**$12,982,697**	**$13,065,446**	**$99,442**
Personnel Costs	$11,029,368	$10,436,547	$10,523,711	$10,339,190	($97,357)
Operating Expenses	$460,453	$370,817	$407,175	$487,074	$116,257
Interdept. Charges	$2,028,926	$2,126,440	$2,033,651	$2,209,282	$82,842
Fixed Assets	$231,406	$32,200	$29,899	$29,900	($2,300)
Total Expenditures	**$13,750,153**	**$12,966,004**	**$12,994,436**	**$13,065,446**	**$99,442**
Rev. Over (Under) Exp.	($536,506)	$0	($11,739)	$0	$0

Program Highlights

General Government revenue includes $50,000 for the State Highway Safety, $14,600 in reimbursement from the State for training and $32,700 for snowmobile and boat patrol reimbursement. Fine revenue is budgeted to decrease by $200 for ordinance violations for disturbing the peace with a vehicle based on anticipated ticket revenue. Charges for Services revenue increases by $45,200 to $4.79 million. The Department is budgeting to receive a total of nearly $206,000 in School Resource Officer (SRO) revenue from Norris, Arrowhead, Sussex Hamilton, and Kettle Moraine School Districts. This is a decrease of $51,700 from the 2015 budgeted level as the Norris School District is no longer requiring two SROs. The Department is unfunding 1.00 FTE Sheriff's Deputy due to the reduction in SROs required by that district. DARE program revenue is budgeted at $14,100 for full cost recovery of service to five schools contracting for service in the 2015-2016 school year including: Richmond, Stone Bank, North Lake, Lake Country, and St. Anthony's. The Department is also budgeting an increase of $97,500 for municipal patrol contract and overtime revenue bringing the 2016 total contract revenue budgeted at nearly $4.59 million. Interdepartmental revenue increases by $15,300 mainly due to a $15,000 increase in transport revenue for Courts. Other revenue is budgeted to increase by $26,900 to $29,900 based on the Sheriff's Department budgeting to replace one canine unit in 2016 resulting in General Donation and Fixed Asset budget of $23,900. Fund Balance of $132,000 includes $65,000 in federal drug seizure funds (reserved general fund balance) and $57,000 in general fund balance to fund the non-jail equipment replacement program, as well as $10,000 in general fund balance for the annual purchase of replacement bulletproof vests. County Tax Levy for this program area decreases by $69,100 due to two position unfunds noted below.

Personnel costs decrease by $97,400 for wages and employee benefit costs primarily due to the unfunding of two deputy positions due to the discontinuation of the second Norris SRO (1.00 FTE) and the other to create a programs and projects analyst position (1.00 FTE). The Department is budgeting $453,200 in overtime to pay for 10,067 hours equivalent to 4.84 FTEs. Operating expenditures increase $116,300, mostly due to purchases associated with the first year of the non-jail equipment replacement plan. Interdepartmental charges increase by $82,800 due to an increase of $16,500 for insurance expenses based on claims experience, $47,300 increase in vehicle expenses largely due to maintenance charge increases, and $33,500 increase in radio services charges at the digital compatible radios are no longer under warranty. The Department is budgeting $29,900 in fixed assets for the purchase of a replacement canine and fixed asset purchases associated with the non-jail equipment replacement plan.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Citations	6,432	6,500	6,400	6,400	(100)
D.A.R.E Students	226	240	200	200	(40)
Conveyance Hours	1,552	2,150	1,760	2,050	(100)
Transport Hours	3,896	3,968	3,900	3,750	(218)

Inmate Security/Services-Jail

County-Wide Key Strategic Outcome: A safe county

Program Description

Maintain staffing level to ensure that security and order are maintained at all times. Participate with other agencies in providing educational and counseling services for inmates. Provide for humane treatment of inmates according to recognized national standards, including but not limited to nutrition, medical services, mental health services, clothing, and recreation programs. Safeguarding inmate funds and property, provide canteen services, monitor inmate visitation and provide mail distribution. The Waukesha County Jail has maintained its accreditation from the National Commission on Correctional Health Care since 1983.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**124.15**	**124.25**	**124.25**	**125.25**	**1.00**
General Government	$19,442	$21,600	$19,818	$19,840	($1,760)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,463,288	$1,578,814	$1,542,961	$1,578,562	($252)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,231,717	$1,154,567	$1,279,160	$1,288,240	$133,673
Appr. Fund Balance	$352,630	$123,800	$395,680	$100,990	($22,810)
County Tax Levy (Credit)	**$10,242,124**	**$10,292,108**	**$10,292,108**	**$10,361,103**	**$68,995**
Total Revenues	**$13,309,201**	**$13,170,889**	**$13,529,727**	**$13,348,735**	**$177,846**
Personnel Costs	$9,954,972	$9,625,078	$9,971,434	$9,599,772	($25,306)
Operating Expenses	$2,833,262	$2,987,247	$3,029,848	$3,189,965	$202,718
Interdept. Charges	$522,191	$508,314	$505,716	$512,998	$4,684
Fixed Assets	$133,010	$50,250	$266,235	$46,000	($4,250)
Total Expenditures	**$13,443,435**	**$13,170,889**	**$13,773,233**	**$13,348,735**	**$177,846**

Rev. Over (Under) Exp.	($134,234)	$0	($243,506)	$0	$0

Program Highlights

General Government revenue of $19,800 is from the State of Wisconsin to assist with funding law enforcement training. Charges for Services revenue decreases by $300 to $1.58 million mainly due to a $10,000 reduction in probation and parole revenue from $160,000 to $150,000. The Sheriff's Department is budgeting for 32.22 federal inmates, resulting in $905,500 in revenue which is the 2015 budgeted level. The Sheriff's Department is slightly increasing the revenue received for housing Wisconsin Department of Corrections inmates by $5,600 or an additional 0.3 inmates per day or a total of 12 inmates. The Department is also budgeting an increase in the municipal hold charge from $15.09 to $16.62 based on the cost recovery formula. The Department is budgeting for approximately 6,970 inmate days which is a decrease of 430 inmate days from the 2015 Adopted Budget. Other revenue is increasing by $133,700 primarily due to a $69,800 increase in inmate phone revenue based on favorable commission results from the RFP process and $63,900 in merchandise and commission on inmate purchases. General Fund Balance of $101,000 is to partially fund the $133,100 of planned expenditures in the jail equipment replacement plan. County Tax Levy for this program area increases by $69,000 mainly due to expenditure increases noted below.

Personnel costs of $9.6 million decrease by $25,300 for cost to continue of wage cost and benefits for 124.25 FTE. The Department is also budgeting for 1.00 FTE Correctional Supervisor which was unfunded in the 2013 budget. The Department is budgeting $261,100 for overtime for 6,700 overtime hours equivalent to over 3.25 FTEs, which is budgeted at the 2015 Adopted Budget level. The Department continues to be provided staffing flexibility by being allowed to overfill four correctional officer positions with vacancy and turnover cost savings due to continued high position turnover.

Operating expenditures increase by $202,700 to about $3.19 million,. This increase includes a $141,400 increase in inmate medical expenses to $1.78 million due to an expansion of the medical contract to include an additional 30 registered nurse hours and 2 additional doctor hours per week. This expansion in service costs an additional $101,300. The remaining increase is cost to continue for the medical contract. Inmate commissary expenses increases by $62,000 to $550,000 based on inmates decisions to purchase items. The Department is budgeting $484,000 for inmate food which is a slight decrease from the 2015 Adopted Budget due to a slight reduction in the inmate population.

Interdepartmental charges are increasing by $4,700 to $513,000 mainly due to $3,200 increase in insurance costs based on claims paid experience. The Department is also budgeting $46,000 in the fixed asset appropriation unit to purchase equipment that is anticipated to exceed the $5,000 per item fixed asset threshold. In total the Department is budgeting $130,100 in the jail program for equipment replacement which is a $23,000 decrease from the 2015 Adopted Budget level based on equipment replacement needs.

Inmate Security/Services-Huber

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide humane treatment of inmates according to recognized national standards, including but not limited to nutrition, medical services, mental health services, clothing, employment and education programs. Safeguard inmate funds and collect Huber fees from inmate accounts. Participate with other agencies in providing educational and counseling services for inmates. Assist non-working inmates to obtain gainful employment. Maintain staffing level to ensure that security and order are maintained at all times. Ensure adherence to work release conditions by inmates. Monitor electronic homebound detention inmates.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**32.85**	**32.88**	**32.88**	**31.88**	**(1.00)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$683,634	$878,194	$603,830	$876,694	($1,500)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$84,977	$72,630	$84,684	$76,230	$3,600
Appr. Fund Balance	$47,795	$1,200	$8,595	$2,060	$860
County Tax Levy (Credit)	**$1,996,135**	**$2,000,805**	**$2,000,805**	**$2,024,336**	**$23,531**
Total Revenues	**$2,812,541**	**$2,952,829**	**$2,697,914**	**$2,979,320**	**$26,491**
Personnel Costs	$2,001,480	$2,516,726	$2,459,149	$2,570,399	$53,673
Operating Expenses	$217,151	$309,305	$265,308	$283,646	($25,659)
Interdept. Charges	$125,308	$126,798	$123,615	$125,275	($1,523)
Fixed Assets	$5,245	$0	$0	$0	$0
Total Expenditures	**$2,349,184**	**$2,952,829**	**$2,848,072**	**$2,979,320**	**$26,491**

Rev. Over (Under) Exp.	$463,357	$0	($150,158)	$0	$0

Program Highlights

Charges for Services revenue decreases $1,500 to $876,700. This revenue source is largely composed of the daily charge for Huber inmates. The per-day charge for the 2016 budget is $23.00 per day, which is the 2015 rate. The County budgets for and retains approximately $21.88 of the $23.00 a day due to sales taxes remitted to the State. The 2016 Huber Board revenue is budgeted at the 2015 revenue level of $860,200 as the Department is anticipating collecting the day rate from 107.71 inmates. Other revenue is budgeted to increase by $3,600 to $76,200 due to the historical data relating to the commissary revenue at Huber. General Fund Balance of $2,100 is for the purchase of security equipment at Huber. County Tax Levy for this program area increases by $23,500 mostly due to cost to continue increases for personnel.

Personnel costs increase by $53,700 for 31.88 FTE staff. This includes the unfunding of 1.00 FTE Correctional Counselor position resulting in $96,100 decrease in personnel costs. The Department is budgeting $71,500 for 1,830 hours of overtime, which is the 2015 Adopted Budget level.

Operating expenses decrease by $25,700 to $283,600 largely due to a $10,600 decrease in electronic monitoring expenses. The Department is budgeting for 10 inmates on electronic monitoring which is a decrease from the 2015 budget of 15 inmates. The Department is also budgeting a reduction in various supply accounts totaling $11,800 based on use at the Huber facility. Interdepartmental charges are budgeted to decrease by $1,500 mostly due to $1,100 decrease in End User Technology costs. Fixed asset expenditure authority is budgeted at $0. The Department is budgeting $2,500 for security equipment for the jail equipment replacement plan in the Huber program; however, the expenditure does not meet fixed asset expenditure criteria.

Administrative Services

County-Wide Key Strategic Outcome: A safe county

Program Description

Provides long and short term strategic plans by identifying changing socioeconomic conditions and criminal activity patterns. Provide response to disaster situations. Provide recruit, in-service, and specialized training to meet guidelines mandated by the State as well as ensuring efficient and effective service delivery to the community. Develop and administer Department budget. Generate, maintain and provide prompt access to Department records. Actively promote crime prevention programs, with special emphasis on the needs of neighborhoods and senior citizens.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**21.26**	**21.39**	**21.39**	**22.42**	**1.03**
General Government	$420	$480	$440	$480	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$85,778	$93,000	$89,279	$92,000	($1,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$11,385	$7,700	$6,640	$8,100	$400
Appr. Fund Balance	$2,000	$0	$3,249	$0	$0
County Tax Levy (Credit)	**$1,754,240**	**$1,755,968**	**$1,755,968**	**$1,858,607**	**$102,639**
Total Revenues	**$1,853,823**	**$1,857,148**	**$1,855,576**	**$1,959,187**	**$102,039**
Personnel Costs	$1,441,188	$1,540,421	$1,443,761	$1,629,336	$88,915
Operating Expenses	$57,884	$81,750	$75,840	$93,262	$11,512
Interdept. Charges	$229,067	$234,977	$224,539	$236,589	$1,612
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,728,139**	**$1,857,148**	**$1,744,140**	**$1,959,187**	**$102,039**
Rev. Over (Under) Exp.	$125,684	$0	$111,436	$0	$0

Program Highlights

Charges for Services revenue decreases by $1,000 to $92,000 due to $2,000 decrease in transcription revenue offset by $1,000 increase in copy and duplicating fees based on anticipated volume. Other revenue increases by $400 due to an increase in recovery revenue based on historical revenue receipts. Tax Levy for this program increases by $102,600 due to expenditure changes noted below.

Personnel costs increase by $88,900 due to cost to continue for existing staff and the creation of a new programs and projects analyst position resulting in nearly $80,000 of additional cost. Temporary extra help is budgeted at $34,500 for 1.31 FTE staff for Department shuttle drivers and clerical assistance which is a 0.03 FTE increase over the 2015 budgeted level. The Department is budgeting $6,800 for approximately 230 hours of overtime.

Operating expenses of $93,300 includes office supplies of $39,000, equipment/supplies and maintenance costs of $21,400, training costs of $10,300, subscriptions/memberships of $3,500, and service costs of $16,800. Operating expenses increase by $11,500 largely due to $7,900 increase in training expenses for supervisory staff. Interdepartmental charges increase by $1,600 to $236,600 due to $1,800 increase in insurance charged based on claims experience.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Accident Reports	2,266	2,300	2,300	2,300	0
Incident Reports	5,009	5,250	5,100	5,100	(150)

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Main Jail					
Jail Bookings	9,129	8,200	8,400	8,400	200
Federal Inmate Days (a)	9,395	13,220	11,902	11,760	(1,460)
Other Inmate Days	135,693	136,430	135,923	137,890	1,460
Average Daily Population	398	410	405	410	0
Billable Probation/Parole Days	3,835	4,915	3,958	4,568	(347)
Billable Extended Supervision Sanct.	4,672	4,270	4,363	4,380	110
Huber Jail					
Total Huber Inmate Days	50,190	56,575	55,900	56,575	0
Avg Huber Daily Population-Housed	130	140	143	140	0
Avg Electronic Homebound	8	15	10	10	(5)
Meals Served for Jail and Huber facilities	639,844	658,986	636,979	652,829	(6,157)

(a) The number of federal inmate days was misstated in the 2015 Adopted Budget. The 2015 budget should have been 11,760.

Fee Schedule

	2015	2016	Change
Correction Fees			
1 Federal Inmates (per day)	$ 77.00	$ 77.00	$ -
2 DOC Extended Supervision Sanctions (per day)	$ 51.46	$ 51.46	$ -
3 DOC Extended Supervision Sanctions (per day for working Huber inmates)	$ 28.49	$ 28.49	$ -
4 Probation and Parole Holds (per day)	*	*	
5 Huber/Electronic Monitoring Charge (per day)	$ 23.00	$ 23.00	$ -
6 Municipal Holds (per day)	$ 15.09	$ 16.62	$ 1.53
7 Booking Fee (unemployed)	$ 32.00	$ 32.00	$ -
8 Booking Fee (employed)**	$ 9.00	$ 9.00	$ -
9 Huber Transfer Fee	$ 50.00	$ 50.00	$ -
10 Disciplinary fee if Huber inmates are shipped to the Main Jail	$ 50.00	$ 50.00	$ -
11 Medical Co-pay	$ 20.00	$ 20.00	$ -
12 ID tag replacement/Lock Fee	$ 5.00	$ 5.00	$ -
13 Parking Pass	$ 15.00	$ 15.00	$ -
14 Electronic Monitoring Set Up Fee	$ 50.00	$ 50.00	$ -
15 Medtox Drug Test (if positive result)	$ 5.00	$ 5.00	$ -
16 Medtox Drug Challenge Test	$ 40.00	$ 40.00	$ -
17 Walkaway Fee	$ 100.00	$ 100.00	$ -
Administration Fees	$ -	$ -	$ -
1 Accident Report	$ 1.80	$ 1.80	$ -
2 Bartenders License	$ 12.50	$ 12.50	$ -
3 Fingerprinting	$ 10.00	$ 10.00	$ -
4 Mugshot	$ 1.00	$ 1.00	$ -
5 Concealed and Carry ID Card	$ 10.00	$ 10.00	$ -
6 Copy Fee	$ 0.25	$ 0.25	$ -
7 CD Copy	$ 10.00	$ 10.00	$ -
8 Microfilm Copy	$ 0.55	$ 0.55	$ -
9 Background Check	$ 5.00	$ 5.00	$ -
10 PBT Test Fee	$ 5.00	$ 5.00	$ -
11 Vehicle Storage Fee	$ 20.00	$ 20.00	$ -
12 Sheriff Sale Fees--Post and Hold Sale	$ 150.00	$ 150.00	$ -
14 Writ of Execution Fee	$ 75.00	$ 75.00	$ -
15 Service for Non-Sufficient Funds	$ 30.00	$ 30.00	$ -
16 Subpoena/Temporary Restraining Order/Summons and Complaint/Warrant Fee	$ 60.00	$ 60.00	$ -
17 Notary Fee	$ 1.00	$ 1.00	$ -
18 Witness Fee	$ 16.00	$ 16.00	$ -
19 Blood Test Fee (dependant on hospital bill to department)	$ 35.00	$ 35.00	$ -
20 Parking Citation	$ 25.00	$ 25.00	$ -
21 Vehicle Lockout	$ 50.00	$ 50.00	$ -

* The reimbursement level is established by the State of Wisconsin depending on the number of eligible days and the amount of money allocated by the state to fund this.

** The employed booking fee is less than the unemployed booking fee because employed inmates are paying the Huber day charge and cannot be charged in excess of the booking fee in one day per Wisconsin State Statute 303.08(4).

Return to Table of Contents

THIS PAGE LEFT BLANK

Return to Table of Contents

Health & Human Services

Return to Table of Contents

TABLE OF CONTENTS
HEALTH & HUMAN SERVICES

Health & Human Services Functional Area Summary…. 139

Corporation Counsel
Fund: Child Support General Fund 147

Health & Human Services ALL FUNDS 153
Fund: General Fund 158
Administrative/Information Systems Division..... 159
Intake Support Services Division..... 165
Intake and Shared Services 165
Economic Services Administration and Support 168
Children and Family Services Division 171
In –Home Safety/ Out of Home Placement Services 171
Children with Special Needs Unit..... 175
Children with Long-Term Support Needs Third Party Administrator ... 177
Adolescent and Family Services Division..... 178
Family Services & Juvenile Services 178
Juvenile Center 183
Clinical Services Division 186
Mental Health Outpatient-Clinical..... 186
Mental Health Outpatient-Intensive..... 189
Mental Health Center 192
Criminal Justice Collaborating Council..... 195
Public Health Division..... 200
Veterans' Services 206
Aging & Disability Resource Center (ADRC) Division 209

Fund: Aging & Disability Resource Center Contract (ADRC)..... 218

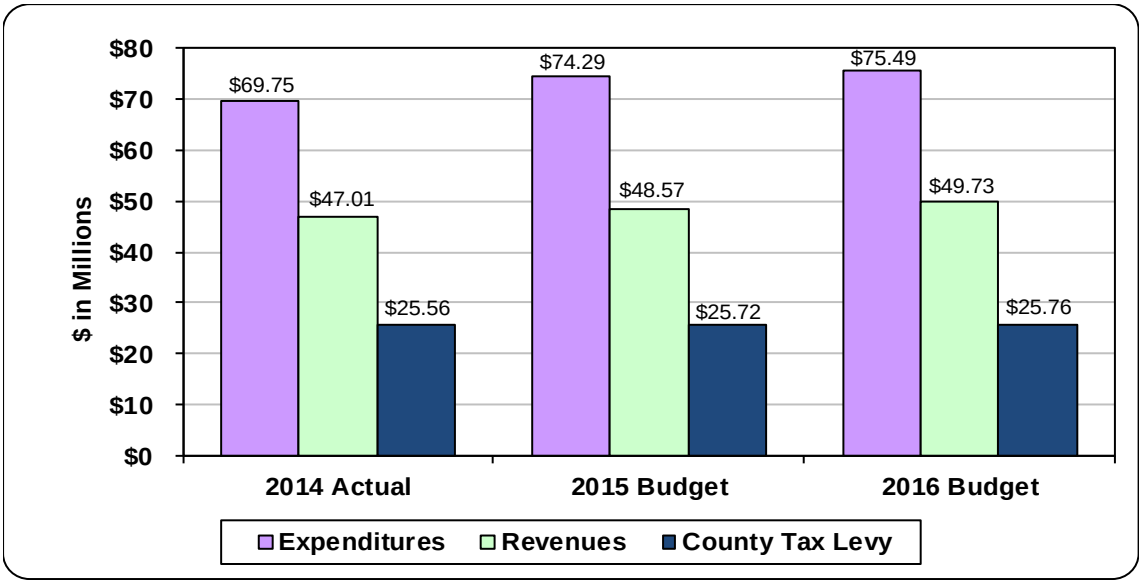
Return to Table of Contents

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

The budgets within this functional area provide programs to at risk children and their families, at risk adults, the elderly, veterans, unemployed, and individuals who are mentally ill, physically or developmentally disabled, or chemically dependent. **Child Support**, under the Corporation Counsel's office, provides activities to obtain and enforce child support orders, establish paternity and certify tax refund interception on delinquent accounts. The **Department of Health and Human Services (HHS)** programs include prevention, intervention, protection, counseling, and an array of residential and community programs for children, juveniles, adults and at risk citizens. **Clinical Services** are provided in this area including outpatient mental behavioral medicine, and a psychiatric inpatient hospital. **Economic Support** includes determining eligibility for Medical Assistance, Badger Care, Foodshare and childcare payments. **Public Health** services are also provided in this area including assessments, consultation, education, preparedness and referral services to promote health and prevent disease. The **HHS Criminal Justice Collaborating Council (CJCC)** works to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitation services, while recognizing the rights and needs of the victims. The **CJCC** provides various programs to individuals with alcohol and other drug abuse, chemical dependency, mental health, or other disabilities to reduce recidivism and maintain independent living within the county. The **HHS Veterans' Services** division provides assistance to County veterans in applying for available Federal, State and County Levy benefits. The **Aging and Disability Resource Center (ADRC) division - General Fund** programs include purchased specialized transportation, adult day care programs, and a variety of contracted community supportive services to allow older adults to remain in their homes. In addition the Adult Protective Services provides intervention for vulnerable adults to ensure their safety and well-being and protects them from exploitation and harm. Also, senior dining and home delivered meals are provided that assist older individuals to live independently. Also, the **ADRC Contract** fund provides information, referral, assistance, long-term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and resource referrals for older adults and to individuals with disabilities age 18 and above, and their families.

Not included in this functional area are the Health and Human Services related capital projects (see Capital Projects) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in Public Works Functional Area, and End User Technology Fund in General Administration Functional Area).



The 2016 expenditure budget for this functional area totals $75,493,587, an increase of $1,203,266 or 1.6% from the 2015 Budget. Budgeted revenues include $95,141 of fund balance appropriations. Revenues budgeted in this functional area total $49,733,400, an increase of $1,159,500 or 2.4% from the 2015 budget. The Tax Levy necessary to fund this functional area totals $25,760,161, an increase of $43,721 from the 2015 Budget. Tax levy in this functional area is about 25% of the total County Tax Levy.

** HEALTH AND HUMAN SERVICES **

Functional Area Summary by Agency

	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	%
*** TOTAL HEALTH & HUMAN SERVICES***						
Revenues (a)	$47,013,682	$48,573,881	$49,159,196	$49,733,426	$1,159,545	2.4%
County Tax Levy	$25,561,140	$25,716,440	$25,716,440	$25,760,161	$43,721	0.2%
Expenditure	$69,753,738	$74,290,321	$73,391,328	$75,493,587	$1,203,266	1.6%
Rev. Over (Under) Exp.	$2,821,084	$0	$1,484,308	$0	$0	N/A
BREAKDOWN BY AGENCY						
CORPORATION COUNSEL-CHILD SUPPORT						
Revenues (a)	$2,021,511	$2,118,322	$2,075,936	$2,131,542	$13,220	0.6%
County Tax Levy	$355,462	$335,462	$335,462	$342,183	$6,721	2.0%
Expenditure	$2,248,451	$2,453,784	$2,398,724	$2,473,725	$19,941	0.8%
Rev. Over (Under) Exp.	$128,522	$0	$12,674	$0	-	N/A
HEALTH & HUMAN SERVICES						
Revenues (a)	$44,992,171	$46,455,559	$47,083,260	$47,601,884	$1,146,325	2.5%
County Tax Levy	$25,205,678	$25,380,978	$25,380,978	$25,417,978	$37,000	0.1%
Expenditure	$67,505,287	$71,836,537	$70,992,604	$73,019,862	$1,183,325	1.6%
Rev. Over (Under) Exp.	$2,692,562	$0	$1,471,634	$0	$0	N/A

- **Health and Human Services** will implement a new Core system (Netsmart) that will include electronic case files and medical records across the department. This implementation will include increased software maintenance fees, licenses and additional equipment costs by $312,400. This will include the reclassification of several support positions. The HHS Administrative Services division is also requesting the abolishment of 2.0 FTE Senior Administrative Specialists in the Business Application Support unit and a 1.0 FTE Fiscal Assistant in the Accounting Services unit that will be offset with the creation of 3.0 FTE Program and Projects Analyst positions due to increased technology needs of the healthcare billing environment. In addition, the division is creating a 1.0 FTE Public Communications Coordinator position to provide community outreach, education and coordination of services with community partners.

- **Economic Services Administration and Support Program** revenues and expenditures include an increase of $169,400 of additional supplemental funding from the state for Food Share Employment and Training (FSET) for able-bodied adults without dependents (ABAWD). This includes the addition of two Economic Support Specialist positions utilizing the additional IM Allocation funds from the FSET-ABAWD supplemental funding. In addition, a 1.0 FTE Economic Support Specialist position in the Patient Protection Affordable Care Act (PPACA) program is reduced or sunset and is replaced by a 1.0 FTE Extra Help in the PPACA program as the funding is being decreased. Also, the state increased the base Income Maintenance (IM) funding by $88,700. This is offset by a reduction of $71,000 in Patient Protection Affordable Care Act (PPACA) revenue and related expenses as the PPACA funding is being extended but reduced in 2016. Also, the State allocation for Child Care Administration increases by $43,900 to $214,700.

- **Children and Family Services** increases include a $94,800 increase in State Community Aids funding allocation for children with an Individualized Education Plan (IEP) to remain in foster care and receive funding through age 21 and to offset the increase in the base foster care rate. Also, there is a new $90,000 increase for the Post Reunification Program to help reduce re-entry into out-of-home care placements by enhancing support services to assist the families and prevent the recurrence of abuse. A new Clinical Therapist position is added in 2016 to address the need for comprehensive mental health/AODA and crisis screening, assessment and treatment for children that need ongoing child protective services (CPS).

- **Children with Long Term Support Needs (CLTS) – Third Part Administrator (TPA)** pass through revenues and related expenses increase by $573,900 for additional funding from the State of Wisconsin to serve additional children with long term support needs.

- **Juvenile Center** budget includes the full year impact of the transition of Shelter Care services to Lad Lake. This transition includes the reduction of 6.49 FTE (half-year) and reductions in food, medical service and other costs at the Juvenile Center, reflecting fewer youths housed at the facility. The facility continues to hold male secure youth. The new contract with Lad Lake is budgeted for a full-year at nearly $814,000 (as opposed to only a half year for 2015). The Juvenile Center budget also includes an increase of about $13,000 for additional short-term, temporary female secure detention costs ($30,000 funded with Fund Balance).

- The **Aging & Disability Resource Center (ADRC) General Fund – Adult Protective Services program** budget includes a $132,300 decrease in the payment to the Marsh Country Health Alliance for Clearview Nursing Home and facility for Individuals with Intellectual Disabilities (IID) in Dodge County mainly for the Waukesha County residents who reside at Clearview. The decrease is based on Waukesha County's Assessment Rate of the Alliance "certified loss" as listed in the 2014 filed Clearview Medicaid nursing home cost report.

- **Aging & Disability Resource Center (ADRC) General Fund – Community Services program** revenues and personnel cost expenditure budget increases $432,000. Personnel costs increase nearly $324,000 mostly due to the reallocation of 2.66 FTE ADRC administration staff to the ADRC –General fund from the ADRC - Contract Fund. Also, food service costs for Home-Delivered and Senior dining meal expenditures increases $70,300. The nutrition program includes reduced client donations of $25,000. This is partially offset with increases in Older Americans Act grant funding increases of $46,000. In addition, the State of Wisconsin Specialized Transportation Grant funding increases $19,900 in the 2016 budget.

- The **Aging & Disability Resource Center (ADRC) Contract** funding is budgeted to decrease $319,000 mostly reflecting the reallocation of 2.66 administration staff to the Aging & Disability Resource Center – General Fund. Overall, the Aging & Disability Resource Center (ADRC) funding allocated to the County increases by $17,000 to $4.16 million.

- **Mental Health Outpatient-Clinical** expenditures decrease nearly $144,700 or 1.8%, mainly due to a budgeted reduction in State mental health institute costs of $184,000 to $1.38 million as the department attempts to implement alternative forms of treatment for clients. In addition, pharmaceutical costs decrease $62,900 due to more clients with health insurance coverage. This decrease is partially offset by an increase in Personnel Costs of $98,300, and includes 2.00 FTE new Clinical Therapists as a result of the reclassification of 2.00 FTE Senior Substance Abuse Counselors. These position classifications may claim a higher Medicaid reimbursement rate, and perform cross-program treatments for clients seeking treatment for mental health and substance abuse problems.

- **Mental Health Outpatient-Intensive** revenues increase $567,600 due to increases in the Comprehensive Community Services (CCS) program of nearly $772,200 to $2.48 million. This is partly due to an increase in client program days related to the addition of a new area provider for CCS clients, as well as an increase in reimbursement rates for qualifying services under the new rules passed as part of the 2013-2015 WI State Budget. This increase more than offsets a decrease in the Community Recovery Services (CRS) program revenue of nearly $188,500, largely related to clients being shifted to other program areas, such as CCS, to realize more favorable service reimbursement rates, when appropriate. The budget also includes the reclassification of a 1.00 FTE Senior Mental Health Counselor to a 1.00 FTE Clinical Therapist due to the advantageous reimbursement rates and treatment services the position allows as mentioned in the Outpatient-Clinical program area.

- **Mental Health Center (MHC)** expenses increase $361,300 mainly due to the incremental shifting of several positions from the outpatient program areas to more appropriately account for the services being performed at the Mental Health Center. In addition, prescription medications are increased $47,800 due to the increased use of long-acting formulations and newly released treatments. Building maintenance charges decrease $67,900 related to less need for building repairs and maintenance projects than the previous year, and this is related to a decrease in General Fund Balance revenues of $86,600 to $45,500. Client Fee revenues increase $100,180 or 3.7% based on a rate increase of approximately $25 per day.

- **Criminal Justice Collaborating Council (CJCC)** revenues (excluding county tax levy) decrease about $93,100, reflecting the end of the federally funded drug court grant in June 2015 of $65,700 and a decrease in fund balance of about $28,900 related to one-time funds used to maintain the capacity of the drug court program for the 3rd quarter of 2015. Drug court programming will continue in 2016 with $142,900 in funds from the state Treatment Alternatives and Diversion (TAD) grant. The TAD grant provides case management, drug testing, and medication-assisted treatment to participants enrolled in the drug court program. CJCC applied for a federal enhancement grant to increase the budgeted client capacity of the drug court program from 40 to 50 clients. If awarded, the 2-year grant would be effective from October 2015 – September 2017.

- **Public Health** Charges for Services revenues decrease by $28,000 mostly related to a Travel Clinic reduction of $15,000 reflecting the decline of global travel and a Healthcheck reduction of $10,000, due to declining Healthcheck enrollments.

- **Public Health Division** operating expenses decrease $57,700 including a reduction in clinic medical supplies as a result of fewer enrollments in the Travel and Childhood Immunization Clinics.

- **Corporation Counsel-Child Support** Federal and State funded program revenues sources are budgeted to increase by $19,900 or 0.8% to $2.13 million. Personnel costs increases by $24,300 mainly for costs to continue staff. Tax levy is increases by nearly $20,000 in this program.

BUDGETED POSITIONS 2014-2016
SUMMARY BY AGENCY AND FUND

HEALTH AND HUMAN SERVICES

Agency	Fund	2014 Year End	2015 Adopted Budget	2015 Modified Budget	2016 Budget	15-16 Change
CORPORATION COUNSEL	Child Support	26.60	26.60	26.60	26.65	0.05
HEALTH & HUMAN SERVICES	General Fund					
	Human Services	215.20	210.16	214.16	207.00	(3.16)
	Clinical Services	92.68	92.80	92.55	93.21	0.41
	Public Health	36.84	34.84	34.84	34.84	-
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	-
	Veterans Services	3.70	3.70	3.70	3.70	-
	ADRC	24.64	23.98	23.98	26.64	2.66
	Total H & HS General Fund	374.06	366.48	370.23	366.39	(0.09)
	Aging and Disability Resource Center	24.40	25.06	25.06	22.40	(2.66)
	H&HS Subtotal	398.46	391.54	395.29	388.79	(2.75)
	TOTAL REGULAR POSITIONS	425.06	418.14	421.89	415.44	(2.70)
	TOTAL EXTRA HELP	17.46	15.72	15.72	19.38	3.66
	TOTAL OVERTIME	2.57	2.80	2.80	2.80	-
	TOTAL BUDGETED POSITIONS	445.09	436.66	440.41	437.62	0.96

2016 BUDGET ACTIONS

Corporation Counsel- Child Support
Reduce: 0.32 FTE Temporary Extra Help
Transfer: 0.05 FTE Corporation Counsel-Child Support from Corporation Counsel-General

Health and Human Serivces-Human Services
Abolish: 1.00 FTE Fiscal Assistant
Create: 1.00 FTE Program and Projects Analyst
Transfer: 0.10 FTE Clinical Director to Clinical Services - Mental Health Outpatient Division
Abolish: 2.00 FTE Senior Administrative Specialist
Create: 2.00 FTE Program and Projects Analyst
Create: 1.00 FTE Public Communications Coordinator
Create 2.00 FTE Economic Support Specialists
Reduce 1.00 FTE Economic Support Specialist (PPACA)
Create: 1.00 FTE Clinical Therapist
Increase: 2.50 FTE Extra Help

Health and Human Services- Clinical Services
Transfer: 0.10 FTE Clinical Driector from Heath and Human Services-General
Abolish: 1.00 FTE Senior Clinical Psychologist
Decrease: 0.10 FTE Weekend Registered Nurse
Increase: 0.41 FTE LTE Weekend Registered Nurse
Increase: 1.07 FTE Extra Help

Health and Human Services- Public Health
Increase: 0.08 FTE Extra Help - Public Health Technician
Reclassify: 0.07 FTE Public Health Nurse moved to Extra Help
Increase: 0.26 FTE Community Health Educator Extra Help

ADRC - General Fund
Transfer: 0.25 FTE Administrative Assistant from ADRC - Contract
Transfer: 0.70 FTE Administrative Specialist from ADRC - Contract
Transfer: 0.39 FTE Senior ADRC Specialist to ADRC - Contract
Transfer: 0.55 FTE ADRC Manager from ADRC - Contract
Transfer: 0.80 FTE Health and Human Services Coordinator from ADRC Contract
Transfer: 0.75 FTE Health Services Supervisor from ADRC Contract

ADRC - Contract Fund
Transfer: 0.25 FTE Administrative Assistant to ADRC - Contract
Transfer: 0.70 FTE Administrative Specialist to ADRC - Contract
Transfer: 0.39 FTE Senior ADRC Specialist from ADRC - Contract
Transfer: 0.55 FTE ADRC Manager to ADRC - Contract
Transfer: 0.80 FTE Health and Human Services Coordinator to ADRC Contract
Transfer: 0.75 FTE Health Services Supervisor to ADRC Contract

2015 CURRENT YEAR ACTIONS

Health and Human Services- Human Services
Abolish: 3.56 FTE Juvenile Center Workers
Abolish: 2.00 FTE Juvenile Center Supervisors
Abolish 0.50 FTE Administrative Assistant

Health and Human Services- Clinical Services
Fund: 1.00 FTE Human Services Supervisor
Unfund: 1.00 FTE Senior Clinical Psychologist

Return to Table of Contents

THIS PAGE LEFT BLANK

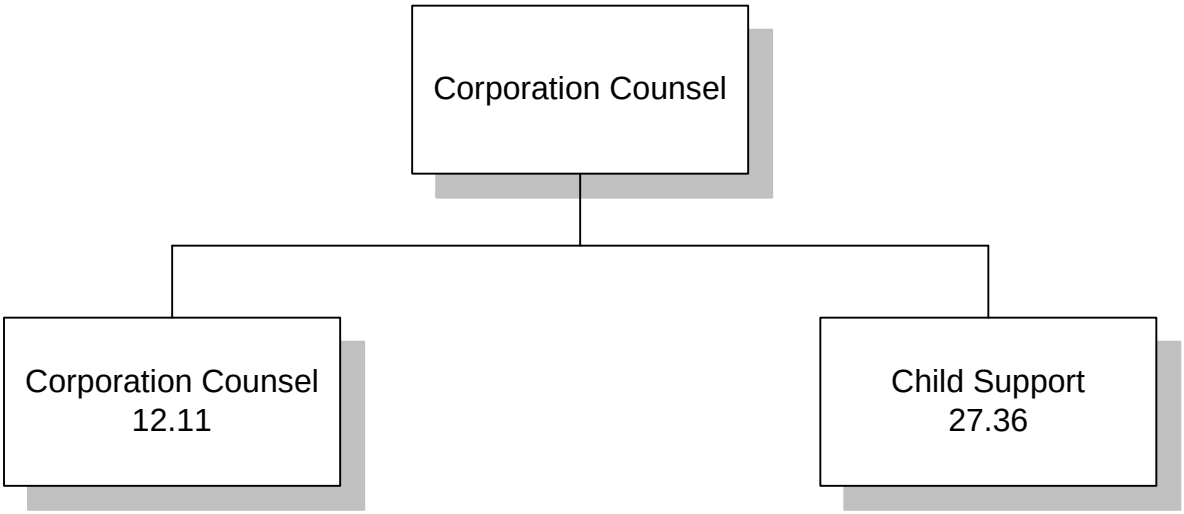
Return to Table of Contents

Corporation Counsel

Return to Table of Contents

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



39.47 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Child Support

Statement of Purpose

The Child Support Division in the Corporation Counsel Office implements and administers the Child Support Enforcement Act pursuant to Title IV-D of the Federal Social Security Act and Wisconsin Statutes, under contract with the State Department of Children and Family Services. The Waukesha County Child Support Division is supported by state, federal and county funding. Child Support Services include activities to establish paternity, obtain initial court orders for child support enforcement and health insurance, enforce or modify existing orders, and collect delinquent (past due) accounts.

Program Description

As a division of the Corporation Counsel department, Child Support provides financial, legal, case management, and clerical services in child support activities. Legal and case management activities include investigating child support cases; locating absent parents; establishing paternity; establishing court-ordered obligations for child support and health insurance; modifying obligations as required by law and enforcing obligations through a variety of administrative and judicial processes for Wisconsin and interstate cases. Financial and clerical support activities include performing court order entry in the Kids Information Data System (KIDS) computer system; generating wage assignments to employers; conducting case audits; updating demographic information; making financial adjustments; researching suspended payments; resolving issues with the Wisconsin Support Collections Trust Fund; and answering customer service inquiries. Revenues are primarily generated from the administrative cost reimbursements from Federal funding passed through the State contract; performance-based incentive funding is also federal funding passed through the State contract; incentives from the medical support liability collections; and miscellaneous revenues which are made up of genetic test fees; client fees; copy fees and vital statistics fees, etc.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government (a)	$1,989,639	$2,086,622	$2,044,416	$2,099,842	$13,220	0.6%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$31,615	$31,700	$30,850	$31,700	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$257	$0	$670	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$355,462**	**$335,462**	**$335,462**	**$342,183**	**$6,721**	**2.0%**
Total Revenue Sources	**$2,376,973**	**$2,453,784**	**$2,411,398**	**$2,473,725**	**$19,941**	**0.8%**
Expenditures						
Personnel Costs	$1,839,068	$1,986,456	$1,952,165	$2,010,769	$24,313	1.2%
Operating Expenses	$240,107	$285,286	$269,536	$280,921	($4,365)	-1.5%
Interdept. Charges	$169,276	$182,042	$177,023	$182,035	($7)	0.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,248,451**	**$2,453,784**	**$2,398,724**	**$2,473,725**	**$19,941**	**0.8%**
Rev. Over (Under) Exp.	$128,522	$0	$12,674	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	26.60	26.60	26.60	26.65	0.05	
Extra Help	1.56	0.97	0.97	0.65	(0.32)	
Overtime	0.07	0.06	0.06	0.06	0.00	
Total FTEs	28.23	27.63	27.63	27.36	(0.27)	

(a) The General Government Revenues include State General Purposes Revenue (GPR) of $239,374 in 2014 actual, $236,000 in 2015 budget and $236,000 in 2016 budget, which is match-able pursuant to the State and County Contract.

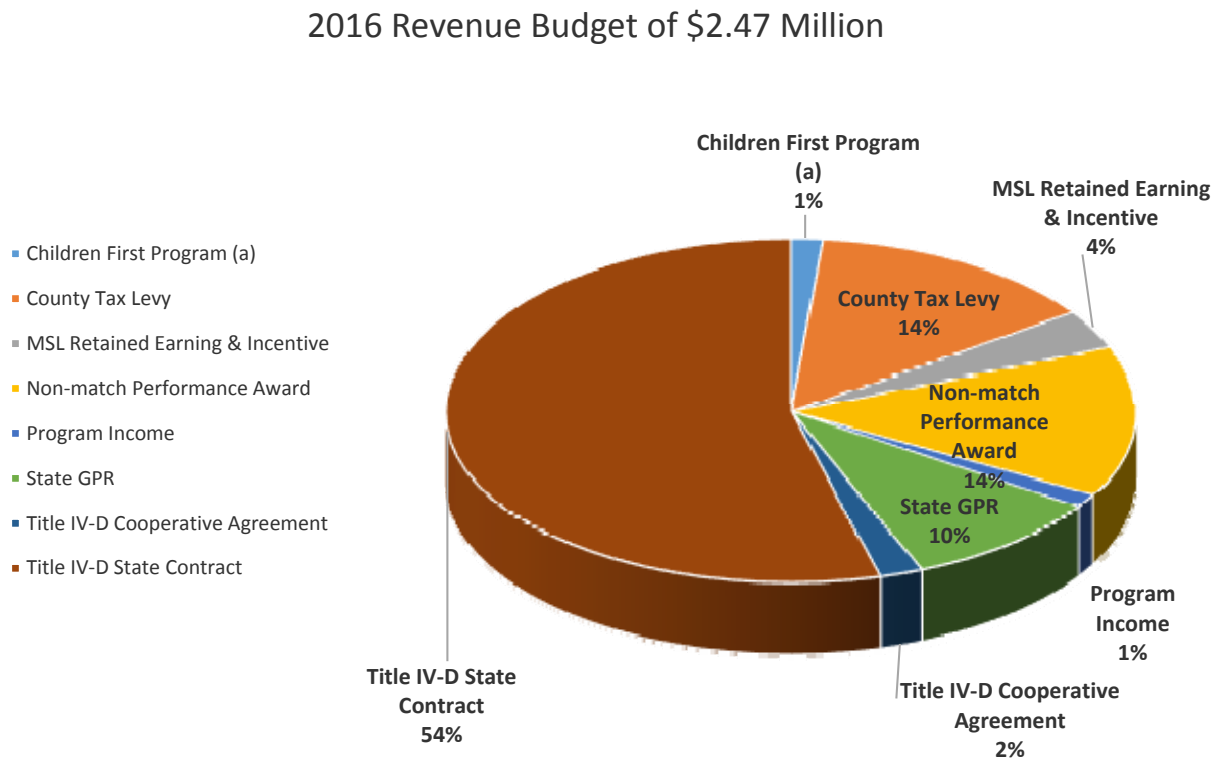
Program Highlights

Child Support revenues are budgeted to increase $19,900 or 0.8% to $2,473,700. The increase consists of $6,700 of levy and $13,220 of matching federal contract revenue. All other revenues are budgeted at 2015 levels.

Total personnel budget increases nearly $24,300 or 1.2% to $2,010,800 in 2016, mainly due to the cost of continuing 27.36 FTEs. Also, 0.05 FTE of the Corporation Counsel position is transferred from the Corporation Counsel - General program to this program area. This total was partially offset by a decrease in dental and health insurance costs due to changes in employee selection of plan options, and a decrease of 0.32 FTE in temporary extra help.

Total operating expenditure appropriation decreases about $4,400 or -1.5% to $280,900 in 2016, due to a decrease in the allocation of the paralegal and legal expenses, used to fund a contracted attorney.

Total interdepartmental expenditures appropriation is budgeted at the same amount at $182,000 as the 2015 budget. The increase in End User Technology Fund of $2,200 is offset by the reduction in the variable telephone expenses.



(a) The Children First Program (CFP) is included in the Child Support Program. The State fund is used to engage an outside vendor to assist non-custodial parents to obtain employment and to pay court-ordered child support.

The above chart represents total estimated revenue sources in 2016 budget of the Child Support Program. They are mostly funded by the Federal and State Government through the State Department of Children and Families Services. Included are a title IV-D State contract administrative reimbursement of $1,340,400, State GPR of $236,000, a non-match performance award of $347,800, a retained earning from Medical Support Liabilities (MSL) collection of $86,300, and medical support incentive of $3,000. The Children First Program is allotted for $36,400 (a). The program income of $31,700 includes copy fees, vital statistics fees, genetic test fees, and process service fees. The 2016 budget includes Tax Levy of $342,200.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 1: Bring increasing economic stability to families in need and at risk by collecting consistent monthly child support in a cost-effective manner. The statewide goal for cost effectiveness is to collect at least $5.00 for every $1.00 expended. In 2014, Waukesha County exceed this goal by collecting approximately $7.70 for every $1.00 expended.

Key Outcome Indicator: In 2014, the Department of Children and Families began phasing in a new formula for fund allocation. The new formula is based upon a pay for performance approach while using the four Federal performance measures as well as a state determined fifth measure based upon federally adjusted case loads. The performance measures did not change for 2015.

The allocation for performance measure 3 (collection of current support) is based upon the county receiving approximately $.0139 for each $1.00 collected in current support. The allocation for performance measure 4 (arrears cases with a payment during the year) is based on the county receiving approximately $34.72 for each case that receives a payment on arrears during the year. Counties that have shown improvement in measures 3 and 4 from the previous year will also be rewarded with a weighted share of unallocated funds.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Court order rate	90.55%	>80%	>80%	>80%
Paternity establishment	107.92%	>90%	>90%	>90%
Child support collection rate	78.23%	>78.23%	>78.23%	>2015 rate
Arrears collection rate	74.72%	>74.72%	>74.72%	>2015 rate

Performance Measure #1: Court Order Rate. The Court Order Rate compares the number of cases with support orders to the total number of cases. In 2014, Waukesha County earned 100% of funding by obtaining a court order rate of 90.55%. Of the $202,200 available to be earned on this measure, Waukesha County received the full amount.

Performance Measure #2. Paternity Establishment Rate. This measure directly compares the total number of non-marital children for whom paternity has been established to the total number of non-marital children. In 2014, Waukesha County earned 100% of funding by obtaining a paternity establishment rate of 107.92%. Of the $202,200 available to be earned on this measure, Waukesha County received the full amount.

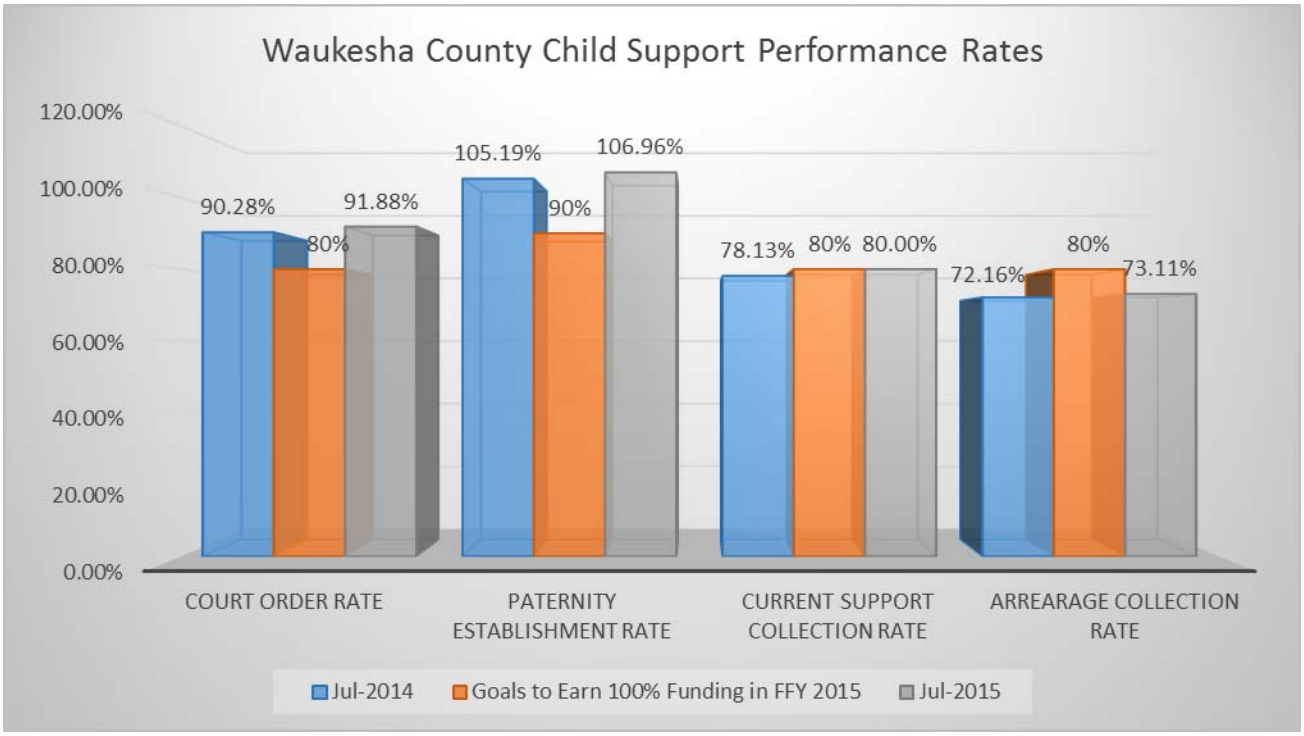
Performance Measure #3. Current Support Collection Rate. This measure is the ratio of the total dollar amount of child support due compared to the total dollar amount of child support collected. This measure is cumulative over the Federal Fiscal Year. In 2014, Waukesha County achieved a collection rate of 78.23%. To obtain 100% funding on this measure, the county would have needed to reach a collection rate of 80%. Of the $266,500 available to be earned on this measure, Waukesha County received $260,900.

Performance Measure #4. Arrearage Collection Rate. This measure is the percentage of cases that received a payment on past due child support during the year. In 2014, Waukesha County achieved a rate of 74.72% which exceeded the prior year's rate of 74.11%. Of a possible $192,900 available to be earned, Waukesha County received $178,700. To obtain 100% of funding, Waukesha County would have needed to reach a rate of 80%.

Performance Measure #5. This measure reviews the number of open cases with activity in the last two years. The allocation is based upon a formula that will be adjusted on an annual basis with the intent that this measure will be phased out over the next several years with the funding being allocated to performance measures 3 and 4. Of the $202,600 available to be earned on this measure, Waukesha County received the full amount.

Because of the improvement in performance measures 3 and 4, Waukesha County was awarded additional federal funding passed through the state of $15,700.

The chart below exhibits the performance rates standing as of July 2015 compared to July 2014.



County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services.

Objective 2: Focus on customer service with citizens, vendors and between staff.
Focus and review procedures to increase communication not only with citizens but with vendors and staff of the Child Support Agency (CSA) and other county agencies so that an atmosphere of cooperation is fostered.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill.

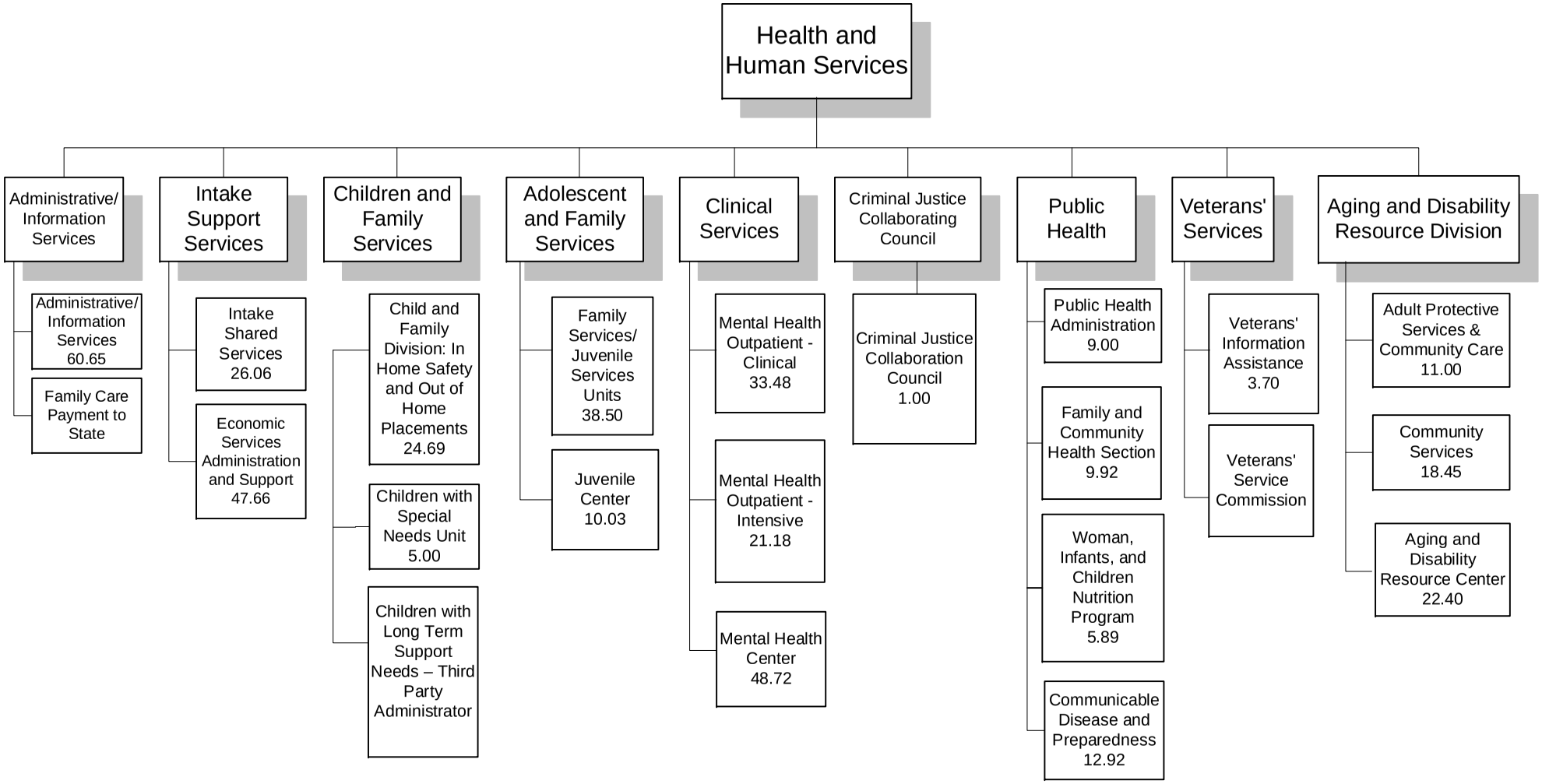
Objective 3: Review agency structure to focus on cross-training staff so that staff members can provide services in more areas when absences or vacancies occur within the agency.

Health & Human Services

Return to Table of Contents

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



410.26 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Return to Table of Contents

Statement of Purpose:

Health and Human Services has nine divisions that are included in the General Fund. The divisions are Administrative Services, Intake Support Services, Children and Family Services, Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resources Center (ADRC).

The Aging and Disability Resource Center (ADRC) Contract Fund is a Special Revenue Fund operation providing the public with information related to aging or living with a disability.

Health and Human Services - All Funds Summary

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
General Fund						
Revenues	$41,771,201	$42,739,227	$43,479,595	$44,340,380	$1,601,153	4%
Appr. Fund Balance	$214,473	$231,147	$231,147	$95,141	($136,006)	-59%
County Tax Levy/(Credit)	$25,205,678	$25,380,978	$25,380,978	$25,417,978	$37,000	0%
Expenditures	$64,498,791	$68,351,352	$67,620,086	$69,853,499	$1,502,147	2%
Rev. Over (Under) Exp.	$2,692,561	$0	$1,471,634	$0	$0	N/A
Aging and Disability Resource Center Contract Fund						
Revenues	$3,006,497	$3,485,185	$3,372,518	$3,166,363	($318,822)	-9%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/(Credit)	$0	$0	$0	$0	$0	N/A
Expenditures	$3,006,496	$3,485,185	$3,372,518	$3,166,363	($318,822)	-9%
Rev. Over (Under) Exp.	$1	$0	$0	$0	$0	N/A
All Funds						
Revenues	$44,777,698	$46,224,412	$46,852,113	$47,506,743	$1,282,331	3%
Appr. Fund Balance	$214,473	$231,147	$231,147	$95,141	($136,006)	-59%
County Tax Levy/(Credit)	$25,205,678	$25,380,978	$25,380,978	$25,417,978	$37,000	0%
Expenditures	$67,505,287	$71,836,537	$70,992,604	$73,019,862	$1,183,325	2%
Rev. Over (Under) Exp.	$2,692,562	$0	$1,471,634	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	398.46	391.54	391.54	388.79	(2.75)	
Extra Help	15.90	14.75	14.75	18.73	3.98	
Overtime	2.50	2.74	2.74	2.74	0.00	
Total	416.86	409.03	409.03	410.26	1.23	

Health and Human Services

HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Administrative/Information Services (Includes Family Care - Payments to State)						
Revenues	$11,796,799	$11,268,276	$11,296,420	$11,247,810	($20,466)	-0.2%
County Tax Levy	($3,929,915)	($2,941,469)	($2,941,469)	($2,583,381)	$358,088	N/A
Expenditures	$7,689,791	$8,326,807	$8,432,616	$8,664,429	$337,622	4.1%
Rev. Over (Under) Exp.	$177,093	$0	-$77,665	$0	$0	N/A
Intake Support Services						
Revenues	$5,022,677	$4,636,030	$5,267,118	$4,889,393	$253,363	5.5%
County Tax Levy	$2,407,257	$2,097,488	$2,097,488	$2,326,437	$228,949	10.9%
Expenditures	$6,636,925	$6,733,518	$6,709,245	$7,215,830	$482,312	7.2%
Rev. Over (Under) Exp.	$793,009	$0	$655,361	$0	$0	N/A
Children and Family Services						
Revenues	$6,570,609	$7,486,643	$7,184,120	$8,098,867	$612,224	8.2%
County Tax Levy	$3,641,426	$3,829,207	$3,829,207	$3,528,199	($301,008)	-7.9%
Expenditures	$10,562,281	$11,315,850	$10,854,293	$11,627,066	$311,216	2.8%
Rev. Over (Under) Exp.	($350,246)	$0	$159,034	$0	$0	N/A
Adolescent and Family Services						
Revenues	$4,058,659	$4,103,778	$4,126,482	$4,113,235	$9,457	0.2%
County Tax Levy	$4,388,059	$4,352,306	$4,352,306	$3,966,493	($385,813)	-8.9%
Expenditures	$7,375,717	$8,456,084	$8,098,607	$8,079,728	($376,356)	-4.5%
Rev. Over (Under) Exp.	$1,071,001	$0	$380,181	$0	-	N/A
Clinical Services						
Revenues	$9,828,603	$10,811,118	$11,142,121	$11,226,595	$415,477	3.8%
County Tax Levy	$12,173,866	$11,756,698	$11,756,698	$11,876,420	$119,722	1.0%
Expenditures	$21,457,976	$22,567,816	$22,701,953	$23,103,015	$535,199	2.4%
Rev. Over (Under) Exp.	$544,493	$0	$196,866	$0	$0	N/A
Criminal Justice Collaborating Council (CJCC)						
Revenues	$458,597	$310,197	$360,197	$217,081	($93,116)	-30.0%
County Tax Levy	$1,022,946	$1,025,862	$1,025,862	$1,055,158	$29,296	2.9%
Expenditures	$1,450,479	$1,336,059	$1,384,794	$1,272,239	($63,820)	-4.8%
Rev. Over (Under) Exp.	$31,064	$0	$1,265	$0	$0	N/A
Public Health						
Revenues	$1,073,127	$1,232,369	$1,164,770	$1,165,928	($66,441)	-5.4%
County Tax Levy	$2,415,646	$2,420,013	$2,420,013	$2,460,042	$40,029	1.7%
Expenditures	$3,373,894	$3,652,382	$3,407,952	$3,625,970	($26,412)	-0.7%
Rev. Over (Under) Exp.	$114,879	$0	$176,831	$0	$0	N/A
Veterans' Services						
Revenues	$13,000	$13,000	$13,598	$13,000	$0	0.0%
County Tax Levy	$274,074	$284,085	$284,085	$304,626	$20,541	7.2%
Expenditures	$271,395	$297,085	$292,489	$317,626	$20,541	6.9%
Rev. Over (Under) Exp.	$15,679	$0	$5,194	$0	$0	N/A
Aging and Disability Resource						
Revenues	$6,170,100	$6,594,148	$6,528,434	$6,629,975	$35,827	0.5%
County Tax Levy	$2,812,319	$2,556,788	$2,556,788	$2,483,984	($72,804)	-2.8%
Expenditures	$8,686,829	$9,150,936	$9,110,655	$9,113,959	($36,977)	-0.4%
Rev. Over (Under) Exp.	$295,590	$0	($25,433)	$0	$0	N/A
Total All H&HS Divisions						
Revenues	$44,992,171	$46,455,559	$47,083,260	$47,601,884	$1,146,325	2.5%
County Tax Levy	$25,205,678	$25,380,978	$25,380,978	$25,417,978	$37,000	0.1%
Expenditures	$67,505,287	$71,836,537	$70,992,604	$73,019,862	$1,183,325	1.6%
Rev. Over (Under) Exp.	$2,692,562	$0	$1,116,911	$0	-	N/A

Position Summary All Funds (FTE)

Regular Positions	398.46	391.54	391.54	388.79	(2.75)
Extra Help	15.90	14.75	14.75	18.73	3.98
Overtime	2.50	2.74	2.74	2.74	0.00
Total	416.86	409.03	409.03	410.26	1.23

Return to Table of Contents

HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Administrative/Information Services (Includes Family Care - Payments to State)						
Regular Positions	53.10	59.10	59.10	60.00	0.90	1.5%
Extra Help	0.50	0.50	0.50	0.50	0.00	0.0%
Overtime	0.15	0.15	0.15	0.15	0.00	0.0%
Total	53.75	59.75	59.75	60.65	0.90	1.5%
Intake Support Services						
Regular Positions	72.00	66.00	66.00	70.00	4.00	6.1%
Extra Help	0.22	0.22	0.22	2.22	2.00	909.1%
Overtime	1.07	1.07	1.07	1.50	0.43	40.2%
Total	73.29	67.29	67.29	73.72	6.43	9.6%
Children and Family Services						
Regular Positions	29.00	30.00	30.00	29.00	-1.00	-3.3%
Extra Help	0.12	0.12	0.12	0.62	0.50	416.7%
Overtime	0.07	0.07	0.07	0.07	0.00	0.0%
Total	29.19	30.19	30.19	29.69	-1.00	-3.3%
Adolescent and Family Services						
Regular Positions	61.10	55.06	55.06	48.00	-7.06	-12.8%
Extra Help	0.70	0.35	0.35	0.35	0.00	0.0%
Overtime	0.70	0.61	0.61	0.18	-0.43	-70.5%
Total	62.50	56.02	56.02	48.53	-7.49	-13.4%
Clinical Services						
Regular Positions	92.68	92.80	92.80	93.21	0.41	0.4%
Extra Help	9.23	8.27	8.27	9.34	1.07	12.9%
Overtime	0.51	0.84	0.84	0.84	0.00	0.0%
Total	102.42	101.91	101.91	103.39	1.48	1.4%
Criminal Justice Collaborating Council (CJCC)						
Regular Positions	1.00	1.00	1.00	1.00	0.00	0.0%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	1.00	1.00	1.00	1.00	0.00	0.0%
Public Health						
Regular Positions	36.84	34.84	34.84	34.84	0.00	0.0%
Extra Help	2.32	2.48	2.48	2.89	0.41	16.7%
Overtime	-	-	-	-	0.00	N/A
Total	39.16	37.32	37.32	37.73	0.41	1.1%
Veterans' Services						
Regular Positions	3.70	3.70	3.70	3.70	0.00	0.0%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	3.70	3.70	3.70	3.70	0.00	0.0%
Aging and Disability Resource						
Regular Positions	49.04	49.04	49.04	49.04	0.00	0.0%
Extra Help	2.81	2.81	2.81	2.81	0.00	0.0%
Overtime	-	-	-	-	0.00	N/A
Total	51.85	51.85	51.85	51.85	0.00	0.0%
Total All H&HS Divisions						
Regular Positions	398.46	391.54	391.54	388.79	-2.75	-0.7%
Extra Help	15.90	14.75	14.75	18.73	3.98	27.0%
Overtime	2.50	2.74	2.74	2.74	0.00	0.0%
Total	416.86	409.03	409.03	410.26	1.23	0.3%

Fund Purpose

Health and Human Services has nine divisions that are included in the General Fund. The divisions are Administrative Services, Intake Support Services, Children and Family Services, Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resource Center (ADRC).

Health and Human Services - General Fund Summary

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$31,000,561	$31,207,385	$31,713,481	$32,499,535	$1,292,150	4.1%
Fine/Licenses	$348,931	$390,000	$348,931	$371,112	($18,888)	-4.8%
Charges for Services	$6,948,702	$8,022,515	$8,631,789	$8,705,496	$682,981	8.5%
Interdepartmental	$9,933	$3,565	$3,425	$3,415	($150)	-4.2%
Other Revenue	$3,463,074	$3,115,762	$2,781,969	$2,760,822	($354,940)	-11.4%
Appr. Fund Balance	$214,473	$231,147	$231,147	$95,141	($136,006)	-58.8%
County Tax Levy	$25,205,678	$25,380,978	$25,380,978	$25,417,978	$37,000	**0.1%**
Total Revenues Sources	**$67,191,352**	**$68,351,352**	**$69,091,720**	**$69,853,499**	**$1,502,147**	**2.2%**
Expenditures						
Personnel Costs	$31,111,311	$31,733,249	$31,384,618	$32,569,485	$836,236	2.6%
Operating Expenses	$29,987,179	$33,102,827	$32,740,609	$33,761,389	$658,562	2.0%
Interdept. Charges	$3,360,359	$3,515,276	$3,494,859	$3,507,625	($7,651)	-0.2%
Fixed Assets	$39,942	$0	$0	$15,000	$15,000	N/A
Total Expenditures	**$64,498,791**	**$68,351,352**	**$67,620,086**	**$69,853,499**	**$1,502,147**	**2.2%**
Rev. Over (Under) Exp.	$2,692,562	$0	$1,471,634	$0	$0	**N/A**

Position Summary (FTE)					
Regular Positions	374.06	366.48	370.23	366.39	(0.09)
Extra Help	15.90	14.75	14.75	18.73	3.98
Overtime	2.50	2.74	2.74	2.74	0.00
Total	392.46	383.97	387.72	387.86	3.89

Major Departmental Strategic Outcomes and Objectives for 2016

Strategic Outcome: A safe county

Objective 1.1: Emergency Preparedness Skills of HHS Staff.
Protect the health and safety of citizens, by effectively and efficiently responding to emergencies by annually assessing employees' emergency preparedness skills and knowledge and provide quarterly employee training to address identified gaps. Through an annual HHS Survey, 80% of employees will agree they are prepared to respond.

Objective Owner: Public Health, Emergency Preparedness Coordinator

Initiative/Action:

1. Design survey to identify gaps. Initial survey will be through SurveyMonkey and will focus on familiarity with emergency notification systems, ability to respond to an emergency within 2 hours, staff perception of educational needs to be prepared. Potential questions include:
    a. Are you aware that all HHS employees are considered first responders for HHS in the event of an emergency?
    b. Are you familiar with the county's emergency notification system called AlertSense (formerly known as MyState)?
    c. Is your contact information current in AlertSense/MyState?
    d. Do you feel you and your family are prepared in the event you need to respond to an emergency (i.e. Are arrangements in place for dependent care, food, etc.)?
    e. Are you reasonably confident in your ability to respond to an event within approximately 2 hours, if needed?
    f. What types of training topics would help you better prepare for or respond to an emergency?
    g. What type of training format would you find most helpful? (For example, e-mailed articles, on-line training, e-mailed PowerPoint, in person presentations, other…)?
2. Implement survey by sending it to all HHS employees via e-mail each November.
3. Analyze survey results to identify knowledge and preparedness gaps based on survey answers and staff comments.
4. Determine training priorities based on the identified knowledge and preparedness gaps as well as feedback from staff regarding preferred training methods.
5. Identify the educational tool(s) such as e-mails, online trainings, articles, videos, in-person training courses, etc. that will assist in narrowing the identified gaps.
6. Implement the selected educational tool(s) and distribute appropriately to staff.
7. Enlist the assistance of the Division Managers to encourage or require their staff to participate or complete the educational materials.
8. Repeat the survey annually in November to gauge progress towards 80% goal.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Number of Trainings Provided in person, on-line or via email	2	4
Percentage of Employees Responding to the Survey	60%	70%
Percentage of Employees Responding Affirmatively	40%	60%

Administrative Services (Cont.)

Strategic Outcome: A county that assists at-risk citizens.

Objective 5.6: Address the Rising Prevalence of Opioid and Heroin Addiction.
Waukesha County will address the rising prevalence of opioid and heroin addiction through a comprehensive community approach to prevent the abuse and misuse of prescription drugs and opiates, and prevent death by heroin overdose. HHS will coordinate the effort utilizing the recommendations of the State's Heroin Workgroup and by providing leadership to implement the Five Pillars strategies.

Objective Owner: Heroin Task Force of HHS, Community Partners, Sheriffs, Medical Examiner, District Attorney

Initiative/Action:
1. Full array of accessible community-based substance abuse treatment and support services including the development of resources for opiate detox and recovery coaching.
2. Targeted marketing strategy to promote awareness of issue and treatment options.
3. Education of youth and families utilizing school-based resources.
4. Distribution of and training on the use of Narcan to reverse overdose.
5. Promotion of safe handling of prescription medications and use of medication collection sites.
6. Develop internet clearing house for prevention, education, treatment, resources and workplace tools to reduce opioid and heroin addiction.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Opioid and heroin related deaths	36	5% reduction
Implementation of Heroin Task Force Pillar Workgroups Plans	6	6
Increase in requests for information from Impact 2-1-1	Establish baseline	Increase 5%

Strategic Outcome: A county that provides customers with quality programs and services

Objective 6.1: Maintain a Practice of Continuous Quality Improvement (CQI)
Maintain a practice of continuous quality improvement through annual program evaluations utilizing evidence based standards.

Objective Owner: Public Health, Clinical Services, Adolescent and Family Services

Initiative/Action (Adolescent and Family Services):
1. Develop a system to assess policies and procedures.
2. Annually assess programs utilizing evidenced based standards and implement quality improvement measures.
3. Train staff in the 18 month Carey Group's Evidence Based Briefcase series using Unit meetings to train all staff on a monthly basis.
4. Provide pre-test and post-testing to determine level of staff understanding.

Initiative/Action (Clinical Services):
1. Develop training for clinical staff on the Illness Management and Recovery fidelity standards.
2. Expand and enhance training for clinical staff on Person Centered Planning.
3. Work with Quality Assurance and Performance Improvement staff to develop and monitor clinical program outcomes.
4. Develop dashboards to maximize use of EMR reports to gather program outcome data.

Initiative/Action (Public Health):
1. Develop a quality improvement plan.
2. Train all staff on quality improvement concepts and the Public Health Division's plan.
3. Annually assess programs utilizing evidenced based standards and implement quality improvement measures.
4. Develop a system to assess policies and procedures.
5. Develop dashboards to maximize use of EMR reports to gather program outcome data.

Administrative Services (Cont.)

Performance Measure:

Measure	2015 Estimate	2016 Goal
Policies and Procedures Assessed for Quality Improvement	3 for A & F 3 for PH	5 for A & F 5 for PH
Quality Improvement Projects Initiated and/or Completed	1 for A & F 1 for PH 1 for Clinical	1 for A & F 1 for PH 1 for Clinical
Pre and Post Test Improvement Ratio	50% for A & F 50% for PH	75% for A & F 75% for PH
Number of Staff Trained in CQI	30	60

Strategic Outcome: A County that provides cost-effective services delivered with competence and skill

Objective 7.3: Build a Culture of Trauma Informed Care
Raise awareness and increase knowledge of basic trauma principles and trauma informed care practices among Waukesha County employees in an effort to build a culture of trauma informed care. Over the next two years, the Department will increase the number of individuals trained and pilot a "Trauma Checklist" system among social workers.

Objective Owner: Children and Family Services, Adolescent and Family Services, Intake and Support Services, Circuit Courts

Initiative/Action:

1. Host Trauma Partnership meetings held bi- monthly to bring stakeholders together and provide training opportunities.
2. Develop a Trauma 101 curriculum and begin training all Waukesha County Department of Health and Human Services staff.
3. Provide trauma trainings for Judges, attorneys and other professionals who work with trauma affected individuals.
4. Provide surveys at the completion of trainings to gauge increased awareness, understanding and confidence in ability to perform their job in a trauma sensitive way following the training.
5. Implement "Trauma Checklist" system among social workers to increase staff diligence in providing Trauma Informed Care to clients.
6. Supervisors review staff checklists and discuss strengths and weaknesses; provide feedback on how worker could make more use of trauma techniques.
7. Utilized regular supervision to probe staff about trauma matters and evaluate staff skill level in this area.
8. Staff to provide evidence of increased knowledge of trauma matters by incorporating these elements into regularly scheduled casework discussions with their supervisor.
9. Develop a HHS Secondary Trauma workgroup to create policy and practice for addressing ongoing trauma reactions, serious incidents and crises involving staff.
10. The "Trauma Checklist" will be completed in all Primary CAN Investigations and case openings by the Intake and Shared Services Division.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Number of Individuals Trained	200	300
Trauma Informed Care Checklists Utilized in Case Management	20% in C & F	30% in C & F
Trauma Informed Care Checklists completed during CAN investigations or case openings	90%	98%

Administrative Services (Cont.)

Program Description
Along with providing the overall direction of the HHS Department, Administrative Services is responsible for coordinating and providing operational, fiscal and management information systems support.

Major functions and responsibilities include the processing of client and provider payments, contract administration of purchased services, commercial carrier contract negotiation, monitor and analyze legislative initiatives, the billing and service coding for Medicare, Medical Assistance, Commercial Insurance Carriers and responsible parties, and liaison to Human Resources. Monitor HHS compliance with the Health Insurance Portability & Accountability Act (HIPAA) Privacy Security/HITECH compliance, client medical records management. Department specific business application support, computer training and system administration, along with Department-wide data collection, analysis and reporting to various outside entities are coordinated and supported through this area.

Strategic Outcome: A County that provides cost-effective services delivered with competence and skill

Objective 7.2: The Department will modify current business policies to better meet customer needs, reduce denied claims, and improve revenue cycle integrity
The Department will modify current business policies by analyzing staff utilization and implementing inter-divisional initiatives to meet customer needs. The Department will utilize electronic technology to improve service delivery and maximize funding. The Department will focus on the following areas: reduction in denied claims, increase in customer satisfaction, improve revenue cycle integrity.

Objective Owner: Administrative Services, Department of Administration Information Technology Division, Public Health, Clinical Services

Initiative/Action:
1. Review the use of additional denial reason codes, analyze data, determine and implement new process for the adjudication of denied claims; measure progress.
2. Track the reason codes for the denied medical claims and use the integrated system of electronic medical records, case management and scheduling to reduce denied claims.
3. Review, analyze and enhance intake process to collect appropriate billing/claims management documentation.
4. Review scheduling practices to assure the maximization of practitioner's available time
5. Review and evaluate the implementation of an automated appointment reminder telephone call system.
6. Develop informatics data analysis of payment patterns to evaluate payer performance, analysis data to industry benchmark and implement a plan to engage our payer in resolving deviations.
7. Provide service program supervisors with denied claim information at monthly budget driver meetings.
8. Provide and support community-based staff with tools needed to expedite services delivery and billing using electronic records technology.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Reduction in Denied Claims	Baseline Year	Decrease 5%
Increase in Practitioner/Client Time Through Improved Scheduling Management	Baseline Year	Increase 5%

Administrative Services (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**53.75**	**59.75**	**59.75**	**60.65**	**0.90**
General Government	$8,631,874	$8,510,338	$8,563,170	$8,539,872	$29,534
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$22,137	$23,000	$22,500	$23,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$524,670	$168,320	$144,132	$168,320	$0
Appr. Fund Balance	$113,500	$62,000	$62,000	$12,000	($50,000)
County Tax Levy (Credit)	**($3,929,915)**	**($2,941,469)**	**($2,941,469)**	**($2,583,381)**	**$358,088**
Total Revenues	**$5,362,266**	**$5,822,189**	**$5,850,333**	**$6,159,811**	**$337,622**
Personnel Costs	$3,987,318	$4,410,467	$4,248,159	$4,428,536	$18,069
Operating Expenses	$430,933	$582,841	$854,471	$895,192	$312,351
Interdept. Charges	$766,922	$828,881	$825,368	$836,083	$7,202
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,185,173**	**$5,822,189**	**$5,927,998**	**$6,159,811**	**$337,622**
Rev. Over (Under) Exp.	$177,093	$0	($77,665)	$0	$0

Program Highlights

General Government revenues include about $7,606,500 of State Community Aids Basic County Allocation (BCA) funding, which is an increase of $11,100 from 2015 due to the State allocation to counties. General Government revenues also include the recapture of administrative cost recovery reimbursement expected from the Aging and Disability Resource (ADRC) contract, which remains unchanged at almost $656,700. In addition, revenue from the Public Health grants increase $14,400 mainly related to a $42,700 increase in the Emergency Government salary and benefits claimed in the Preparedness Grant and a $10,700 increase in indirect cost recovery from the Citi Readiness grant; offset by a $38,900 reduction from the Women's Infants and children (WIC) Grant indirect costs. The state/federal Income Maintenance revenue budgeted at $115,000, is unchanged from the 2015 budget.

Charges for services revenue from record copy services is budgeted at $23,000 is unchanged from the 2015 budget.

Other Revenues are budgeted to remain unchanged at about $168,300. This includes the State of Wisconsin Medicaid Cost Reporting (WIMCR) program reimbursement-based cost claim of $99,500, which is budgeted to remain at the 2002 Maintenance of Effort level.

Fund Balance appropriation decreases by $50,000 to $12,000, based on a planned phase-down of General Fund balance use.

Personnel costs increase by about $18,100 to reflect a net cost to continue for the 60.65 FTE staff. This division is also requesting abolishment of 2.0 FTE Senior Administrative Specialists in the Business Application Support unit and a 1.0 FTE Fiscal Assistant in the Accounting Services unit and is creating 3.0 FTE Program and Projects Analyst. These changes are necessary to meet the increased technology of our healthcare billing environment. In addition, the division is creating a 1.0 FTE Public Communications Coordinator position to provide community outreach, education and coordination of services with community partners. Also, 0.10 FTE of a Clinical Director position is transferred to the Mental Health Division.

Operating expenses increase by about $312,400 to approximately $945,200, mainly from an increase in contracted services of about $265,500 for Netsmart maintenance and licensure fees, and contracted temporary staffing of $13,200 to assist with the CORE project implementation. New computer equipment is budgeted at $33,700.

Interdepartmental charges are higher by $7,200 mainly due to increased allocations of about $42,300 for end user technology computer maintenance and decreased legal charges of about $41,000 to line up HHS budgeted expense with Corporate Counsel budgeted revenue. In addition, Workers Compensation increased over $8,500 due to an increase in the risk management insurance allocation.

Family Care Payments to the State

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

This program reflects the 2013 required (mandated) payment back to the State as part of the local maintenance of effort base for the State Family Care initiative, which began July of 2008 for Waukesha County.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$2,504,618	$2,504,618	$2,504,618	$2,504,618	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$2,504,618	$2,504,618	$2,504,618	$2,504,618	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

General Government revenues of $2,504,618 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. Operating expenses for 2016 include the required payment back to the State Department of Health Services to meet the scheduled county contribution. The county is now at the scheduled legislated maintenance of effort (equal to 22% of the total long-term care expenditures for the final year that the County operated this program) the same amount annually hereafter to help pay for Waukesha County residents receiving benefits from the State's Family Care Program.

Intake and Shared Services

Program Description

Intake and Shared Services programs serve as the initial contact point for Child Welfare service referrals. Assessments are provided in the areas of child protective services; out of home placement requests; parent/teen family dysfunction; disability funding requests; and information/referral services. Short-term and supportive service includes Kinship Care assessment and funding; childcare certification; respite day care for families in crisis; home and financial management services and volunteer transportation services. The Division's purchased services include investments in prevention and early intervention services.

Strategic Outcome: An Economically Vibrant County

Objective 2.2: Reducing Child Care Barriers to Employment
Provide safe, affordable and accessible child care services to the citizens of Waukesha County in order to reduce barriers to employment.

Objective Owner: Intake and Support Services

Initiative/Action:
Provide initial startup training and resource support to small business owners in Waukesha County in order to create certified child care providers.

1. Market small business owner's quality and reliable daycare services to the community.
2. Connect working individuals with quality child care services in Waukesha County.
3. Provide resource challenged families with appropriate cost effective interventions to reduce barriers to employment.
4. Develop efficiencies for time sensitive processing of Wisconsin Shares childcare applications.

Performance Measure:

Measure	**2015 Estimate**	**2016 Goal**
DCF Timeliness Month to Month Report	72.32%	85%
IM Project Call Center Average Speed to Answer	5 minutes	5 minutes

Strategic Outcome: A county that assists at-risk citizens

Objective 5.1: Provide Support to Individuals Impacted by a Death.
Minimize trauma and provide support to individuals impacted by a death, by coordinating with the Medical Examiner's Office and/or Waukesha County Health and Human Services to proactively outreach and offer assistance to affected individuals within an average of 5 days of referral.

Objective Owner: Veterans Affairs, Intake and Support Services, Aging and Disability Resource Center, Medical Examiners Office

Initiative/Action (Intake and Support Services):

1. Share referral policies and forms with MEs Office.
2. Upon receipt of referral, Intake and Support Services Supervisor will assign Intake and Support social worker to follow-up within 2 business days.
3. Meet bi-monthly to assess response and identify opportunities for quality improvement.

Performance Measure:

Measure	**2015 Estimate**	**2016 Goal**
Response time following Notification of Death	5 business days	2 business days

Intake and Shared Services (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**21.63**	**21.63**	**21.63**	**26.06**	**4.43**
General Government	$1,209,335	$1,315,979	$1,312,696	$1,327,566	$11,587
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$15,477	$0	$4,598	$2,100	$2,100
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,860	$2,800	$2,800	$2,800	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,891,901**	**$1,675,165**	**$1,675,165**	**$2,039,790**	**$364,625**
Total Revenues	**$3,119,573**	**$2,993,944**	**$2,995,259**	**$3,372,256**	**$378,312**
Personnel Costs	$1,746,002	$1,730,467	$1,743,370	$2,091,168	$360,701
Operating Expenses	$1,073,148	$1,184,204	$1,102,954	$1,207,575	$23,371
Interdept. Charges	$88,461	$79,273	$78,227	$73,513	($5,760)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,907,611**	**$2,993,944**	**$2,924,551**	**$3,372,256**	**$378,312**
Rev. Over (Under) Exp.	$211,962	$0	$70,708	$0	$0

Program Highlights

General Government revenues are budgeted to increase by $11,600, related to the addition of about $14,900 as a result of the Foster Parent Pre-service Training revenue being realigned to the Intake and Shared Services from the Child and Family Division; a $4,000 increase in Day Care Administration funds; offset by a $7,300 decrease in Kinship revenue. General Government revenues include: the State Basic County Allocation budgeted at $370,100 for Child Day Care and state funding for the Promoting Safe and Stable Family (PSSF) program budgeted at $95,200 and the Child Care Administration Allocation of $207,000 includes recoupment of indirect costs of $40,600.

Charges for Services are budgeted to increase by $2,100. This is a minimal fee collected from Voluntary Kinship Providers for the charge to run their background check annually.

Personnel costs increase by about $360,700 to $2,091,200 with an overall increase of 4.43 FTE. Two of the FTE are from the Child and Family Division to conduct licensing and provide training for foster parents. The realignment of staff will allow for licensing and training needs to be identified at an earlier stage, and continuity of ongoing services. 1.0 FTE is being moved from Adolescent and Family, and another 1.0 FTE Limited Term employee position was created to provide second and third shift after hours crisis child protective services. Also, overtime is 0.43 FTE is also time shifted from the Juvenile Center to cover weekend and holiday crisis services.

Operating expenditures increase about $23,400 primarily due to a $23,100 increase for the Foster Parent Pre-Service Training realigned to Intake and Shared Services from the Child and Family Division related to staff transferred to this program; and a $16,900 increase for legal notices to closer reflect the prior year actuals. This is partially offset by a $10,900 reduction of transportation costs based on the current and prior year trend and a $6,400 reduction in the Kinship State allocation.

Interdepartmental charges decrease about $5,800 to $73,500. This is primarily due to a decrease in End User Technology fees.

Intake and Shared Services (cont.)

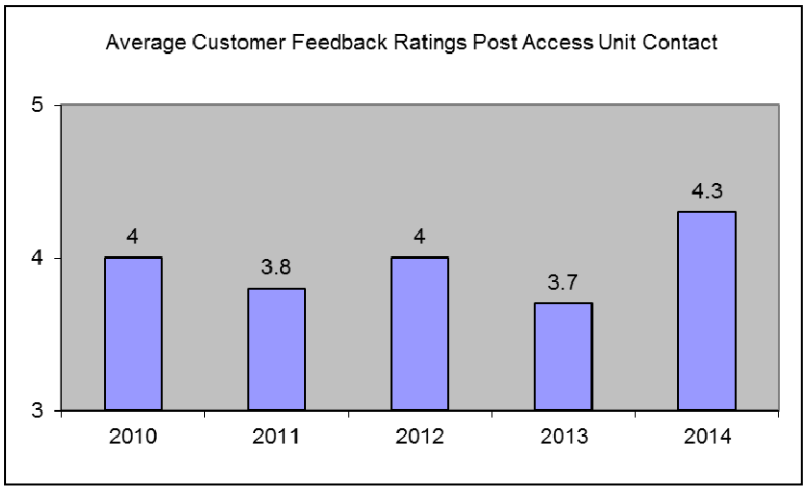
Program Activities

Activities-(Workload data)	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Intake (Access) # of Referrals	5,487	4,900	5,596	5,500	600
Child Abuse/Neglect Reports	2,265	2,000	2,726	2,000	0
Children Assessed For Abuse/Neglect	677	790	728	700	(90)
% of assessments completed within 60 days from date of referral*	96.3%	100%	93.5%	100%	0
Home & Financial Management Cases	25	25	25	25	0
Kinship Care Assessments/Reassessments	188	150	200	200	50
Kinship Care Funded Placements of children (Avg. Monthly)	190	220	225	225	5
Kinship Care Waiting List, # of children	0	0	0	0	0
Crisis Intervention: Child Protective /Health Welfare # of contracts	455	400	500	500	100
Crisis Respite Child Day Care, # of children	117	150	138	150	0
Family Day Care: # Certified Homes	29	40	40	40	0
Volunteer Transportation: Miles Driven	74,357	110,000	85,000	90,000	(20,000)

*eWiSACWIS Dashboard Report (448/498)

Key Activities Highlights

Customer Feedback ratings remain positive.



A random sampling of customers is routinely conducted following customer contact with Access, and includes indicators such as respect, professionalism, and pre/post opinion of the delivery service.

5 - Excellent
4 - Good
3 - Fair
2 - Needs Improvement
1 - Extremely Poor

Economic Services Administration and Support

Program Description

Waukesha County is a member of the Moraine Lakes (ML) Consortium that includes the following counties: Fond du Lac, Ozaukee, Walworth and Washington County. Fond du Lac County is the lead agency with fiscal responsib ility for the ML Consortium. Waukesha County administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Low-Income Energy Assistance Program. Program benefit services are provided either directly or through a purchase of service contract based on eligibility for applicable program offerings. Additionally, Economic Support has responsibility to work closely with the FoodShare Employment and Training (FSET) agency to ensure participants are meeting the work requirements associated with the FSET program. ES services are provided by permanent staff at the new Human Services Center. Patient Protection and Affordable Care Act (PPACA) sunset positions currently housed at the Workforce Development Center are processing the additional volume of Medicaid and BadgerCare applications that resulted from the inception of the Affordable Care Act.

Strategic Outcome: A county that assists at-risk citizens.

Objective 5.7: Provide Economic Support Services Efficiently through Moraine Lakes Consortium
Provide Economic Support Services (FoodShare, Medical Assistance, Childcare) timely and efficiently through utilization of the Moraine Lakes Consortium call center and monthly review of measurement data obtained through the Income Maintenance Project Daily Call Statistics and Ongoing Caseload Monitoring Reports.

Objective Owner: Economic Support

Initiative/Action:

1. Review performance data monthly in the Moraine Lakes Operations team meetings and through analysis of these data reports, adjust processes and work assignments to increase call center and case processing performance.
2. Present performance data bi-monthly to the Moraine Lakes Directors and obtain feedback and approval for the implementation of new processes to assist in continuous improvement efforts.

Performance Measure:

Measure	2015 Estimate	2016 Goal
IMMR Application Timeliness Report	97% of applications processed within 30 days	98%
IM Project Call Center Statistics Report	5 minutes average speed of answer	5.0 minutes

Economic Services Administration and Support (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**51.66**	**45.66**	**45.66**	**47.66**	**2.00**
General Government	$3,763,933	$3,291,251	$3,885,167	$3,528,427	$237,176
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$31,996	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$31,072	$26,000	$29,861	$28,500	$2,500
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$515,356**	**$422,323**	**$422,323**	**$286,647**	**($135,676)**
Total Revenues	**$4,310,361**	**$3,739,574**	**$4,369,347**	**$3,843,574**	**$104,000**
Personnel Costs	$3,008,587	$3,066,249	$3,061,219	$3,252,338	$186,089
Operating Expenses	$550,318	$470,277	$525,998	$394,477	($75,800)
Interdept. Charges	$170,409	$203,048	$197,477	$196,759	($6,289)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,729,314**	**$3,739,574**	**$3,784,694**	**$3,843,574**	**$104,000**
Rev. Over (Under) Exp.	$581,047	$0	$584,653	$0	$0

Note: The 2015 Adopted budget included funding for 5.0 FTE Economic Support Specialist positions (10 positions were budgeted to end June 30, 2015) to assist with the Patient Protection and Affordable Care Act (PPACA). The County Board of Supervisors approved enrolled ordinance 169-094, in Feb of 2015, related to the extension of funding to maintain 8 of the Economic Support Specialist PPACA positions for 2015. 4.0 FTE of the PPACA positions are budgeted for in 2016. These positions will sunset as the funding is reduced or terminated.

Program Highlights

General Government revenues increase by $237,200 to $3,528,400, primarily related to an $187,100 increase in Income Maintenance. This includes $169,400 of additional supplemental funding for Food Share Employment and Training (FSET) for able-bodied adults without dependents (ABAWD) Supplemental Funding that was allocated in 2015 and continues in the 2016 budget year. Also, the state/federal Income Maintenance (IM) funding base funding is increased by $88,700. This is offset by a reduction of $71,000 in Patient Protection Affordable Care Act (PPACA) revenue as the PPACA funding is being extended but reduced in 2016. Also, the State allocation for Child Care Administration increases by $43,900 to $214,700. The purpose of this State allocation is to determine child care eligibility, child care eligibility redetermination, child care authorization, provider and client fraud prevention and certification.

Personnel costs increase by $191,000 mainly related to the creation of 2.0 FTE Economic Support Specialist positions utilizing the additional IM Allocation funds created by the FSET ABAWD supplemental funding. In addition, a 1.0 FTE Economic Support Specialist position in the PPACA program is reduced or sunset and is replaced by a 1.0 FTE Extra Help in the PPACA program, to facilitate the reduction of these positions as the funding is being decreased. This increase also includes the cost to continue increase for the 47.66 FTE positions.

Operating expenses are budgeted to decrease by $75,800 to $394,500, partly due to the termination of the lease with the Workforce Development Center on Dec. 31, 2015, which will eliminate rent expenses of $41,300. Remaining PPACA staff at that location will be moved to the HHS building at that time. Also, a reduction of $32,500 is made to contracted services which was for additional Economic Support Specialist staff time, which will not be needed as a result of the addition of the 2.0 FTE new positions (in personnel).

Interdepartmental charges decrease by $6,300, due to a decrease in the End User Technology Fund (EUTF) computer maintenance cost allocation as a result of a reduction in the number of PPACA staff as this funding is being phased out.

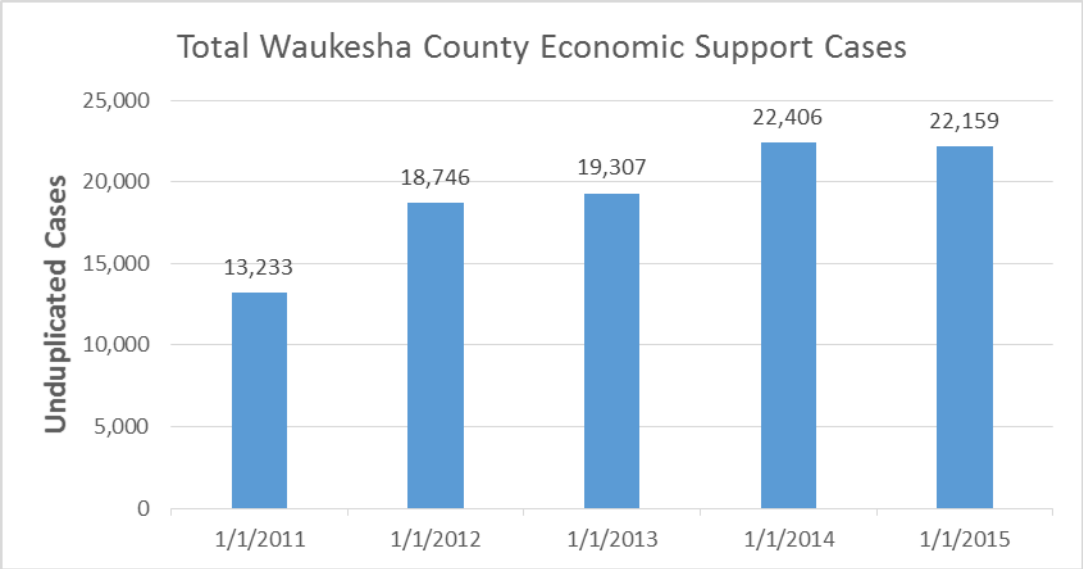
Economic Services Administration and Support (cont.)

Program Activities

Activity

Waukesha County Economic Support Caseload Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total unduplicated caseload (a)	22,321	22,400	22,500	22,700	300
Total Medical Assistance cases (b)	18,420	18,500	18,800	18,800	300
Total Food Share Cases (c)	10,208	10,000	10,200	10,200	200
W-2 Child Care Average Monthly Cases (d)	761	880	820	820	-60
Call Center average speed of answer (e)	4.8 minutes	5 minutes	5 minutes	5 minutes	0
Application processing timeliness (e)	97.65%	95%	97%	98%	0

(a) WEBI Income Maintenance Management Report – Active Case Summary;
(b) WEBI Income Maintenance Management Report – IM Case Summary Report
(c) WEBI Income Maintenance Management Report – IM Case Summary Report
(d) WEBI Automated Case Directory – Child Care Case County Summary Report
(e) State benchmarks average speed of answer is 12 minutes and application processing at 95% minimum



Children & Family Division: In-home Safety/Out of Home Placement Services

Program Description

This program area is comprised of the Child and Family Services Unit and the Permanency Services/Alternate Care Unit, which provides in-home safety services to families with a child who has been abused or neglected or are at-risk of abuse and neglect. Also, services are provided to prevent imminent placements, reunify families or establish an alternate permanent plan. Alternate Care placements include court ordered placements with relatives, foster homes, treatment foster homes, group homes, residential care centers and supervised independent living settings. Placement prevention services provide an alternative to high cost placements. Services provided to parents help prepare for family preservation, reunification or termination of parental rights and adoptions.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.4: Develop/Utilize Community Resources to Serve Children with Special Needs
As a result of an increase in the complexity of the special needs of children in Waukesha County, the Department will identify, develop and/or utilize various community resources to most effectively serve and safely maintain children with chronic, disabling special needs safely in their communities. Success will be measured by parental satisfaction surveys as well as maintaining Waukesha County's low ratio of children served in out of home care settings.

Objective Owner: Children and Family Services

Initiative/Action:

1. Facilitate quarterly Special Services Advisory Committee meetings to gather community input and review resources and identified needs.
2. Develop community services in coordination with private agencies and partnering county agencies to increase the at home and community based service array.
3. Attend state, regional workgroups to advocate for funding, allocations and policies.
4. Collect and analyze data utilizing the Program Participation System to determine unmet needs and trends in target groups in order to provide feedback to community partners regarding service gaps and resource needs.
5. Determine potential community partners, identify programs and services provided by partners to match programs and services to identified needs/target groups.
6. Distribute annual parent satisfaction surveys.
7. Create and distribute resource guide to families on waiver waiting list in order to minimize crisis development.
8. Extend "child find" efforts to improve identification of children qualifying for Birth to Three services.

Performance Measure:

Number of Child Out-of-Home Placements as Compared to Similar Sized County Per One Thousand Residents			
County	Child Population/# of kids in out of home care	2015 percent	2016 percent
Brown	62,163 / 471	.008	
Kenosha	41043 / 508	.012	
Milwaukee	234,315 / 3434	.015	
Dane	108,126 / 695	.006	
Racine	46,976 / 435	.009	
Waukesha	89,424 / 178	.002	maintain

Children & Family Division: In-home Safety/Out of Home Placement Services (cont.)

Measure	2015 Estimate	2016 Goal
Parent Satisfaction Rating	70%	80%

Objective 5.5: Improve Trauma Assessments thus Improving Permanency Outcomes
The Department will enhance the health, safety and wellbeing of the children and families they serve, by improving trauma assessments, teaming, and planning, thus improving permanency outcomes as evidenced by decreased time in out of home care and a reduction in system re-entries.

Objective Owner: Children and Family Services

Initiative/Action:

1. Participate in the year-long "Breakthrough Series Collaborative" to improve the use of Child and Adolescent Needs and Strengths (CANS)/Family Assessment of Needs and Strengths (FANS) with families.
2. Increase knowledge of trauma in relative caregivers, foster parents and biological parents through trainings and direct interventions.
3. Increase the knowledge of CANS/FANS assessments in relative caregivers, foster parents and biological parents through training and direct interventions.
4. Utilize the post reunification program to increase supports and services to at-risk reunified families.
5. Reassess and/or develop programs to support an improved assessment process and teaming for parents and foster parents/relative caregivers.
6. Provide increased training on teaming and CANS/FANS trauma assessments for all on-going CPS social workers.
7. Develop supervisory tools and structure to improve oversight and quality reviews of worker's practice in assessments and teaming.
8. Develop review panel for any re-entry cases to look for systemic improvements.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Positives Response Rate to CANS Survey	3.5 of 5	4.5
Minimize Time Spent in Temporary Homes	53% reunify in 12 months 81% guardianship in 24 months 76% adoption in 24 months	60% reunify in 12 months 85% guardianship in 24 months 80 % adoptions in 24 months
Increase/maintain Stability of Placement Homes	89% 2 placements or less in 12 months 81% 2 placements or less in 13-24 months	90% 2 placements or less in 12 months 85% 2 placements or less in 13-24 months
Decrease in System Re-Entry Rates	21.5% re-entry rate	15% or less

Children & Family Division: In-home Safety/Out of Home Placement Services (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**24.69**	**24.69**	**24.69**	**24.69**	**0.00**
General Government	$356,890	$371,512	$495,726	$512,847	$141,335
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$134,660	$166,000	$158,900	$168,325	$2,325
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$93,618	$86,000	$97,852	$86,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$3,596,873**	**$3,667,266**	**$3,667,266**	**$3,636,647**	**($30,619)**
Total Revenues	**$4,182,041**	**$4,290,778**	**$4,419,744**	**$4,403,819**	**$113,041**
Personnel Costs	$2,067,267	$2,118,029	$2,185,096	$2,115,716	($2,313)
Operating Expenses	$2,130,905	$1,889,546	$2,110,222	$1,990,362	$100,816
Interdept. Charges	$269,635	$283,203	$265,109	$297,741	$14,538
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$4,467,807**	**$4,290,778**	**$4,560,427**	**$4,403,819**	**$113,041**
Rev. Over (Under) Exp.	($285,766)	$0	($140,683)	$0	$0

Program Highlights

General Government revenues overall increased by $141,300 to $512,800. This is mostly due to a $94,800 increase in State Community Aids funding allocation related to a change allowing children with an Individualized Education Plan (IEP) to remain in foster care and receive funding through age 21 instead of age 19, as well as to offset the increase in the base foster care rate. Also, there is a new $90,000 increase for the Post Reunification Program to reduce re-entry into out of home care placements by enhancing support services to assist the families and prevent the recurrence of abuse. This is offset by a $26,500 reduction in Residential Care Center/ Healthcheck Pass Thru funding that has been eliminated by the state. In addition, approximately $15,000 of the Foster Parent Pre-Service Training revenue is transferred from this program to the Intake and Shared Services program, due to the realignment of the Foster Care program. General Government revenues also includes $40,419 in IV-E Legal Reimbursement which remains the same as the previous year.

Charges for Services are budgeted to increase slightly with the 2016 budget, mainly due to current year estimates for foster care placement fees revenues for children in out-of-home placement.

Personnel costs are budgeted to decrease slightly by about $2,300. The FTE count remains at the 2015 level at 24.69 in this program area. However, the 2016 budget includes transferring out two social worker positions to Intake and Shared Services program. This is offset by the addition of 1.0 FTE clinical therapist who will address the need for comprehensive mental health/AODA and crisis screening, assessment and treatment for children that need ongoing child protective services (CPS). Also, a 0.50 FTE Social Worker was transferred in from Children with Special Needs. In addition temporary extra help is increased by 0.50 FTE.

Operating expenditures are budgeted to increase by about $100,800 to $1,990,400. This includes an increase of $100,000 for Residential Care Center expenditures due to the continued trend of higher out of home placement needs. In addition, $35,000 of the increase is related to direct costs associated with the new Post Reunification Program contract services; and, $25,000 of the increase is related to programing needs for children at risk. These increases are offset by Foster Parent Pre-Service Training expenditures of approximately $32,000 that were transferred from Children & Family Division: In-home Safety/Out of Home Placement Services division to Intake and Shared Services, to realign expenses based on the staff who are providing these services. Also, Residential Care Center/Healthcheck pass through expenses are reduced $26,500.

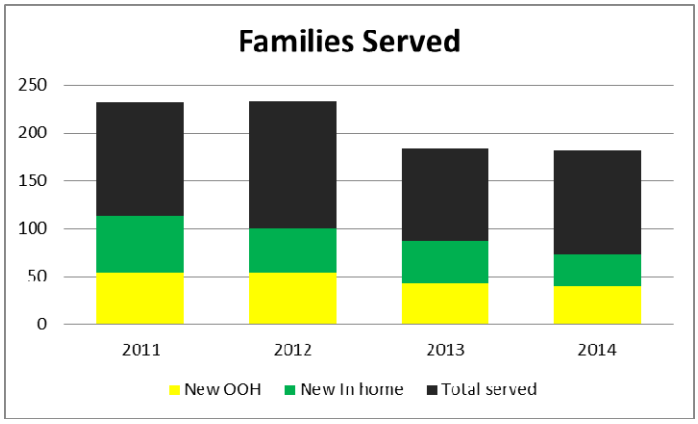
Interdepartmental costs increase by about $14,500 mostly due to EUTF costs which are based on the number of devices utilized by the staff.

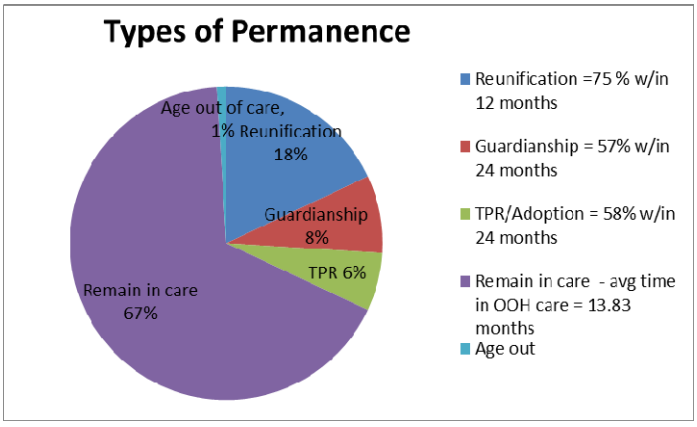
Children & Family Division: In-home Safety/Out of Home Placement Services (cont.)

Program Activities

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total foster care					
Days of Care	25,980	22,084	23,874	21,441	(643)
Foster Care expenditures	510,334	432,896	451,712	432,896	0
Total group homes					
Days of Care	0	75	56	75	0
Group Homes Care expenditures	0	15,000	8,750	15,000	0
Total Residential Care Centers					
Days of Care	1,262	877	1,547	1,210	333
Residential Care Centers expenditures	567,153	436,000	664,936	536,000	100,000
Terminations of parental rights (# of cases)	18	10	18	15	5

Child and Family Unit Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total # Families Served	182	205	190	195	(10)
Total children in:					
Foster care	105	133	110	125	(8)
Group homes	0	1	0	1	0
Residential care	5	5	5	5	0
Number of new cases	73	90	90	95	5
In home	40	45	50	50	5
Out of home	33	45	40	45	0
Average length of time in out of home Care = 13.83 months					





Note: New OOH = Number of New Cases Out of Home
New in Home = Number of New Cases In Home
Total served = Total # Families Served.

Children with Special Needs Unit

(Includes Birth to Three Program)

Program Description

The Children with Special Needs unit includes the following three (3) program areas. One of these areas is the Birth to Three program, which is a public/private partnership with Lutheran Social Services (LSS) that provides early intervention services to parents with children from birth to age three with special needs who demonstrate at least 25% delay in one or more areas of development or have a diagnosed condition which will likely result in developmental delays. Examples include Down Syndrome, Autism, Spina Bifida, and Cerebral Palsy.

Another area includes the Federal/State Medicaid Home and Community Based Service Waiver for Children's Long Term Support (CLTS Waiver funding) that provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's and Pervasive Developmental Disorder Not Otherwise Specified (NOS); Developmentally Disabled (DD), Seriously Emotionally Disturbed (SED) clients, and their families.

Finally, the Family Support Program (FSP) provides fully funded State dollars to parents of children with disabilities (up to $3,000 per child) to purchase services that enable the child to remain safely living at home.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.50**	**5.50**	**5.50**	**5.00**	**(0.50)**
General Government	$2,014,023	$2,255,724	$2,291,058	$2,312,215	$56,491
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$180,416	$199,482	$232,322	$203,482	$4,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$200,031	$431,601	$264,374	$265,720	($165,881)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$44,553**	**$161,941**	**$161,941**	**($108,448)**	**($270,389)**
Total Revenues	**$2,439,023**	**$3,048,748**	**$2,949,695**	**$2,672,969**	**($375,779)**
Personnel Costs	$435,979	$453,935	$452,507	$409,933	($44,002)
Operating Expenses	$2,022,789	$2,551,532	$2,154,190	$2,220,591	($330,941)
Interdept. Charges	$44,735	$43,281	$43,281	$42,445	($836)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,503,503**	**$3,048,748**	**$2,649,978**	**$2,672,969**	**($375,779)**
Rev. Over (Under) Exp.	($64,480)	$0	$299,717	$0	$0

Program Highlights

In response to a Federal mandate changes are pending regarding Autism Waiver Services becoming Medicaid card services and no longer being funded through the CLTS waiver. The exact budget implications are unknown at this time.

General Government revenues increase by $56,000 to $2,312,215 due to an increase in CLTS indirect cost reimbursement of $36,200 and CLTS Case Management revenue of $85,000, less a decrease in Local Match revenue of $65,000. The 2016 budget also includes the Family Support Program (FSP) allocation of $255,300 and the Birth to Three Program allocation of $547,900.

Other revenues decrease by about $165,900 to $265,700 due to a decrease in recoveries of pass-through reimbursements of CLTS related costs authorized by Waukesha County for certain vendors unable to directly bill the CLTS third-party administrator as more providers are billing directly to the TPA.

Children with Special Needs Unit (cont.)

Personnel costs decrease by about $44,000, due to realignment of staff between Child & Family and Family Services Divisions. This results in 0.50 FTE transfer from the CLTS budget to the In-home Safety/Out of Home Placement Services. Personnel costs also includes the cost to continue.

Operating expenditures incurred a net decrease of about $330,900 to $2,220,600, primarily due to the reductions of $100,000 in Local Match expenditures, $40,000 in State of WI DD Centers, and $25,000 in contracted services. The other reduction is to the expenditures related to CLTS services where the county pays the provider and bills the TPA for reimbursement. This is reduced by $165,900 as efforts have been made to have providers bill the TPA directly for services. The reduction in expense is offset by the reduction in revenue, as this is a pass through.

Interdepartmental costs decrease by about $800 as a result of a reduction in the end user technology computer charges based on the number of devices assigned to the program.

Program Activities

(Includes Birth to Three Program)

Birth to Three Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total # children enrolled on Oct. 1st	218	235	235	240	5
Total # children served in B-3	516	591	535	550	(41)
Total # children served in Trauma At-risk	45	44	45	45	1
Total # children served in Centralized Intake	636	750	675	700	(50)

Percentage of children 5 and under served in Waukesha County = 842 kids served in Centralized Intake, at risk and B-3 – Waukesha County population 5 and under = 20,409 = 4% of WC population 5 and under served (US Census Bureau).

Childrens Long Term Support (CLTS) Waiver Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total # of Children Served:	538	585	575	585	0
Autism Waiver	238	250	245	250	0
Non-autism Waiver	160	195	190	195	0
Family Support Program	140	140	140	140	0
Number of New Autism Waiver Slots	22	30	25	*Unknown	N/A
Number of Closed Autism Waiver Slots	19	15	18	*Unknown	N/A
Number of new non-autism cases	66	25	40	40	15
Number of closed non-autism cases	10	25	10	30	5
Number of kids on waiting list for Family Support Program or waiver support	258	400(WU1)	288	348	(52)

*Future estimates of children served will be impacted by State mandated changes.

Children with Long-Term Support Needs (CLTS) Third Party Administrator (informational only)

Program Description

During 2010, the Centers for Medicare and Medicaid Services required that renewal of the Children's Long Term Support (CLTS) comply with federal regulations for implementing a standardized, statewide Medicaid Management Information System for processing provider claims and encounter level data reporting no later than December 31, 2011. The State of Wisconsin Department of Health Services selected Wisconsin Physicians Service (WPS) as the contracted vendor for the TPA claims implementation. All County Waiver Agencies (CWA) claims were paid through WPS, removing it from being recorded on the County financial records. Early in 2013, the State issued an opinion that payments that the TPA makes to service providers are grant expenditure and they must be treated as such in 2013 and future audits and be included on the Schedule of Expenditure of Federal and State Awards (SEFSA).

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$3,590,971	$3,976,324	$3,643,888	$4,550,278	$573,954
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$3,590,971**	**$3,976,324**	**$3,643,888**	**$4,550,278**	**$573,954**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$3,590,971	$3,976,324	$3,643,888	$4,550,278	$573,954
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,590,971**	**$3,976,324**	**$3,643,888**	**$4,550,278**	**$573,954**

Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

Changes are pending at the State in response to a Federal mandate regarding Autism Waiver Services becoming Medicaid card services and no longer being funded through the CLTS waiver. The exact budget implications are unknown at this time.

General Government pass through revenues and related expenses increase by $573,900 related to the additional funding from the State of Wisconsin to serve additional children with long term support needs. There is no tax levy impact to this transaction as the revenue and expenses are pass through as required by the State of Wisconsin and are informational only transactions.

Family Services & Juvenile Services

Program Description

Provide court intake services, court supervision and treatment to delinquent youth, as well as juveniles and children in need of protection or services. Services to these children and their families are directed at maintaining the children in their own homes and communities, reducing delinquency recidivism and promoting family and public safety. Services include intake assessments; regularly scheduled family and individual meetings; collaboration with schools and academic programs; monitoring compliance with court orders and school attendance; conflict resolution; case coordination; group counseling; and independent living training/preparation. Educational support program; in-home treatment team services, intensive tracking; home detention; youth accountability groups; mediation; and electronic monitoring are provided through contracts. In addition to these in-home services, monitoring and coordination of Correctional and Correctional Aftercare placements, and monitoring and coordination of Foster Care, Group Home and Residential Care Center placements of delinquent youth and juveniles in need of protection and services are also provided.

Strategic Outcome: A county that provides customers with quality programs and services

Objective 6.1: Maintain a Practice of Continuous Quality Improvement (CQI)
Maintain a practice of continuous quality improvement through annual program evaluations utilizing evidence based standards.

Objective Owner: Public Health, Clinical Services, Adolescent and Family Services

Initiative/Action (Adolescent and Family Services):

1. Develop a system to assess policies and procedures.
2. Annually assess programs utilizing evidenced based standards and implement quality improvement measures.
3. Train staff in the 18 month Carey Group's Evidence Based Briefcase series using Unit meetings to train all staff on a monthly basis.
4. Provide pre-test and post-testing to determine level of staff understanding.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Policies and Procedures Assessed for Quality Improvement	3	5
Quality Improvement Projects Initiated and/or Completed	1	1
Pre and Post Test Improvement Ratio	67%	75%

Family Services & Juvenile Services (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**39.50**	**39.50**	**39.50**	**38.50**	**(1.00)**
General Government	$3,633,394	$3,655,426	$3,658,134	$3,636,634	($18,792)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$136,263	$147,000	$179,232	$149,700	$2,700
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$41,969	$63,000	$50,175	$63,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$2,858,601**	**$2,846,571**	**$2,846,571**	**$2,530,004**	**($316,567)**
Total Revenues	**$6,670,227**	**$6,711,997**	**$6,734,112**	**$6,379,338**	**($332,659)**
Personnel Costs	$3,536,082	$3,513,486	$3,539,436	$3,538,401	$24,915
Operating Expenses	$1,941,089	$3,048,037	$2,701,272	$2,700,552	($347,485)
Interdept. Charges	$162,673	$150,474	$148,159	$140,385	($10,089)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,639,844**	**$6,711,997**	**$6,388,867**	**$6,379,338**	**($332,659)**

Rev. Over (Under) Exp.	$1,030,383	$0	$345,245	$0	$0

Program Highlights

General Government revenues are budgeted to decrease by $18,800, primarily due to a decrease in the Youth Aids allocation. Charges for Service revenues are budgeted to increase slightly based on trend analysis. County tax levy is budgeted to decrease by more than $316,600, primarily due to the decrease in out of home placement expenditures.

Personnel costs are budgeted to increase by $24,900. This is primarily related to cost to continue, which is partially offset by the transfer of 1.0 FTE social worker position that was reallocated to the Intake and Shared Services Division to provide 2nd shift crisis case management.

Operating expenses are budgeted to decrease by $347,500 to $2,700,550. Residential care center placement is budgeted to decrease $175,000 and group home costs decreases $25,000, based on a four year trend analysis of placements. In addition, Correctional Aftercare contract budget is decreased by $50,000 as alternative services are available to at risk children. The Juvenile Correctional Institute Placement budget has been decreased by $100,000, based on lower current year estimate and prior year expenditures. Also, $144,000 continues to be invested in community-based prevention services as an alternative to Juvenile Corrections and other out-of-home placements.

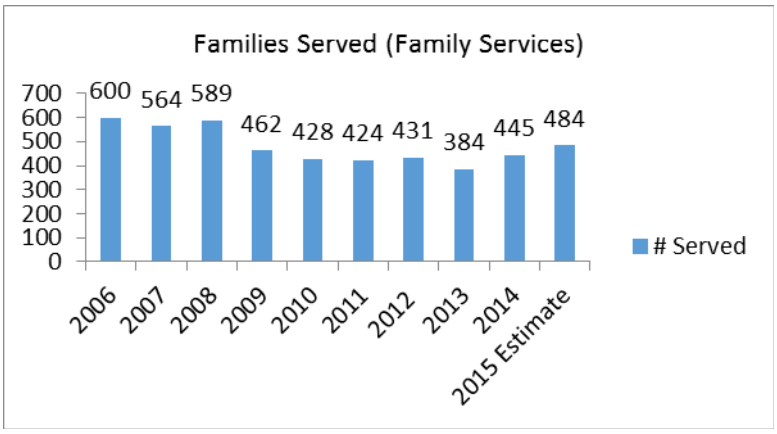
Interdepartmental charges decrease by approximately $10,000, due primarily to a reduction in EUTF charges to this division.

Family Services & Juvenile Services (cont.)

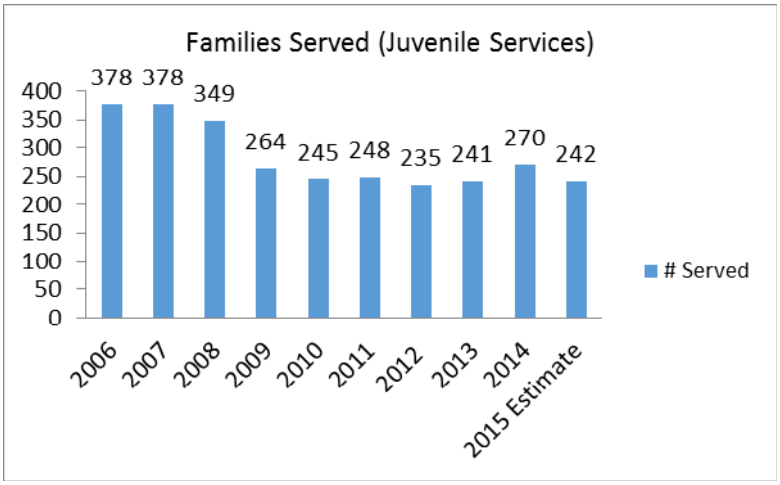
Program Activities

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of families served (Family Services)	445	460	484 (a)	480	20
Number of families served (Juvenile Services)	270	280	242	245	(35)
Custody Intake decisions (b)	378	410	408	400	(10)
Court Intake Referrals	467	480	496 (c)	490	10
Days of Care of juveniles in State correctional institutions	298	1,074	595	766	(308)
Total State charges for correctional institution placement	$88,368	$323,586	$174,098	$223,586	($100,000)

(a) An increase in the 2015 estimated number of families served in Family Services is due in part to a continued increase in the overall number of truancy referrals, including an increased number of younger children being referred.
(b) Custody Intakes have fluctuated historically and can be significantly affected by a relatively small group of youth who have repeated acting out behavior at home and/or run away from home.
(c) The 2015 increase in estimated Court Intakes reflects increased truancy intakes and increased delinquency intakes. Historically truancy referrals have fluctuated year-to-year, while delinquency referrals on a national, state and county level have generally decreased over the past 10 years.

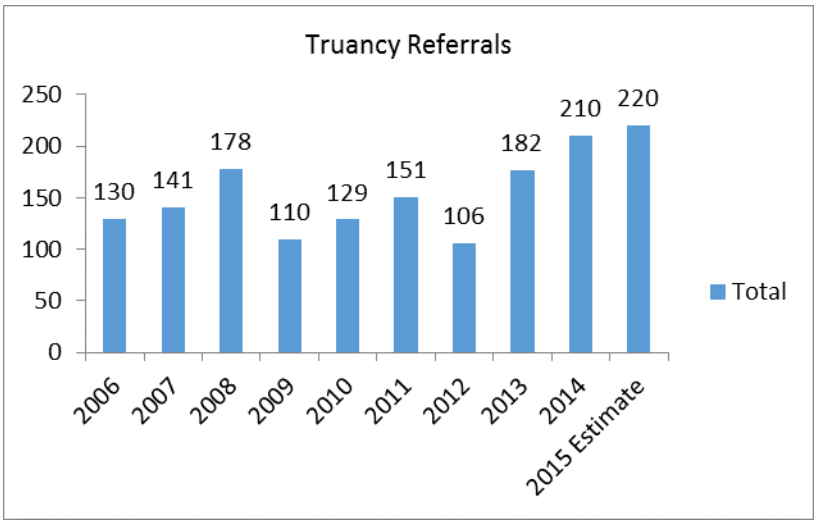


The number of families served has increased significantly since reaching a low in 2013. The increase in 2014 and the 2015 estimate is largely due to a high number of truancy referrals.

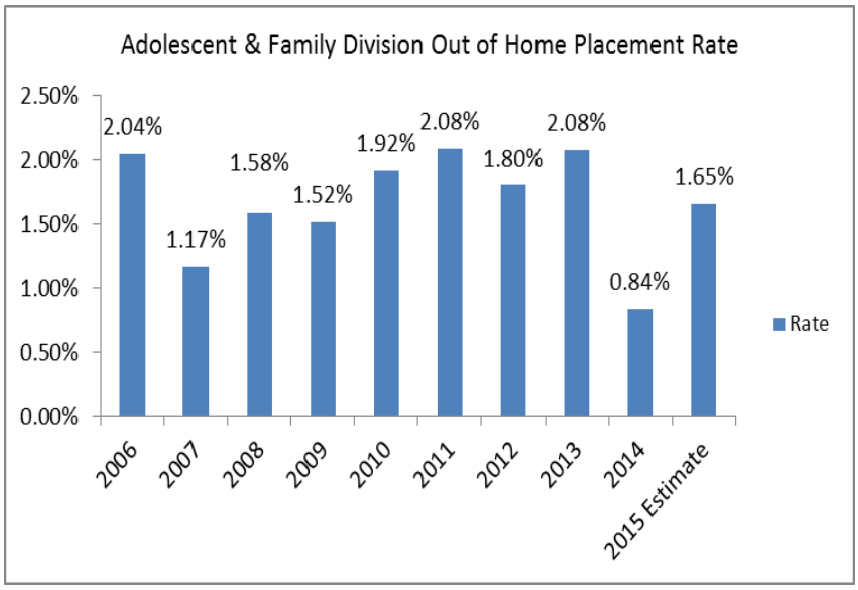


The number of families served continues to be in a relatively narrow range since 2009, at a level that is significantly lower than the period prior to that year. This lower range reflects an overall Federal and statewide trend of reduced youth delinquency referrals over the past 10 years.

Family Services & Juvenile Services (cont.)

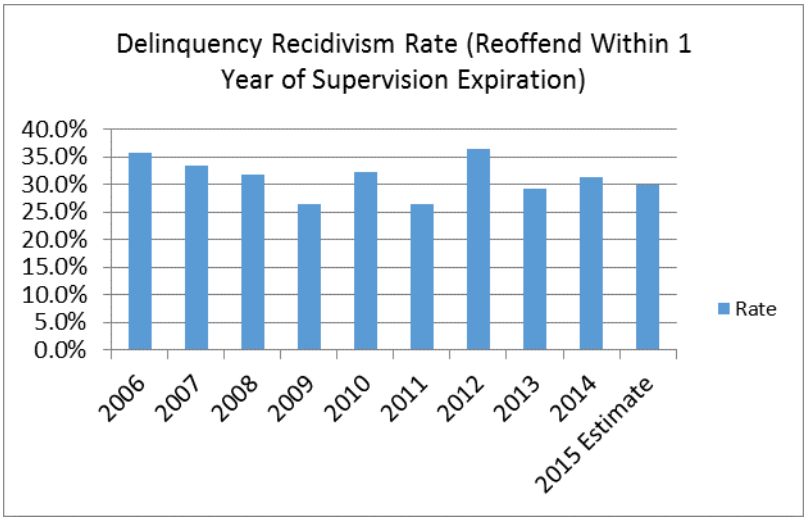


The number of truancy referrals has continued the pattern of volatility. Among the factors that can affect these numbers are the use of municipal truancy citations, which are not referred to the Department, and the use of computer-based home school programs, reducing the likelihood of truancy referrals in those cases. Over the past several years there has been a significant increase in truancy referrals for young, elementary school age children.



Through the use of a broad array of community-based services, the Division has maintained an extremely low out of home placement rate over the past 10 years. Although various reductions were required due to reduced State and Federal funding, staff and providers continue to achieve results that have generally maintained the placement rate at or below the target of 2%. Diligent efforts continue to be made to maintain young people in their homes whenever appropriate and to minimize the length of time in placement.

Family Services & Juvenile Services (cont.)



The recidivism rate shows the percentage of youth who reoffend within one year of the end of their Court supervision. A substantial majority of these youth do not reoffend during that time.

Alternate Care Activity (a)	2014 Actual	2015 Budget (b)	2015 Estimate (b)	2016 Budget (a)	Budget Change (a)
Total children in foster care	14	18	20	18	0
Days of Care	3,264	3,646	3,852	3,711	65
Foster Care expenditures	$268,388	$289,844	$292,081	$289,844	0
Total youth in group homes	5	6	2	3	(3)
Days of Care	608	635	515	499	(136)
Group Home expenditures (b)	$114,724	$124,440	$99,730	$99,440	($25,000)
Total youth in Residential Care Centers	11	12	11	10	(2)
Days of Care	870	2,297	1,674	1,631	(666)
Residential Care Centers expenditures (b)	$278,365	$828,200	$670,565	$653,200	($175,000)

(a) Through the ongoing efforts of County and contracted staff to maintain young people in their own homes, utilize the least restrictive, appropriate placement options, and minimize the length of time in out of home placements, the overall 2016 budget for these placements is reduced $200,000 from the 2015 amounts.

(b) These ongoing efforts as identified in (a) have resulted in the 2015 estimated overall expenditures for these services being below the 2015 budgeted amounts.

Juvenile Center

Program Description

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in secure or non-secure detention at the Juvenile Center. Physical custody determinations are provided by Juvenile Center supervisory staff. On grounds schooling is provided, as well as daily structured activities. Nursing, dietician and physician services are provided through contracts. Beginning in 2012, female secure detention services were purchased from the Washington County Juvenile Detention Facility. Effective July 1, 2015, Lad Lake, Inc. began providing male and female Shelter Care services through a contract at a licensed Residential Care Center located in Dousman, WI.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**23.00**	**16.52**	**16.52**	**10.03**	**(6.49)**
General Government	$55,471	$53,352	$46,941	$43,901	($9,451)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$191,562	$185,000	$192,000	$190,000	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$30,000	$30,000
County Tax Levy (Credit)	**$1,529,458**	**$1,505,735**	**$1,505,735**	**$1,436,489**	**($69,246)**
Total Revenues	**$1,776,491**	**$1,744,087**	**$1,744,676**	**$1,700,390**	**($43,697)**
Personnel Costs	$1,547,112	$1,212,717	$1,087,559	$737,049	($475,668)
Operating Expenses	$124,105	$456,747	$523,449	$878,990	$422,243
Interdept. Charges	$64,656	$74,623	$98,732	$84,351	$9,728
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,735,873**	**$1,744,087**	**$1,709,740**	**$1,700,390**	**($43,697)**

Rev. Over (Under) Exp.	$40,618	$0	$34,936	$0	$0

Program Highlights

General Government revenues decrease by about $9,500, primarily due to the elimination of the Federal nutrition grant. Based on lower Juvenile Center census as a result of the termination of the Center's Shelter Care services, participation in this grant ended in July 2015. Charges for Services increase by $5,000, based on prior years' trend. One-time General Fund Balance of $30,000 is budgeted to cover short-term, temporary costs for female secure detention.

Personnel costs decrease by about $476,000, largely due to the transition of Shelter Care services to Lad Lake. This also results in a decrease of 6.49 FTE at the Juvenile Center, and a reduction of approximately $38,000 in overtime costs, reflecting full-year staff reductions from the 2015 mid-year change.

Operating expenses are budgeted to increase by about $422,200, mainly due to budgeting for the new contract with Lad Lake for a full-year at about $814,000 (as opposed to only a half year for 2015) and an increase of about $13,000 for additional short-term, temporary female secure detention costs (up to approximately $30,000 in total). This is partially offset by a decrease of about $15,000 in food, medical service and other costs at the Juvenile Center, reflecting fewer youths housed at the facility. Interdepartmental charges increase about $9,700, mainly for additional Sheriff charges for transporting juveniles to Lad Lake's facility in Dousman for a full year (as opposed to only a half year for 2015).

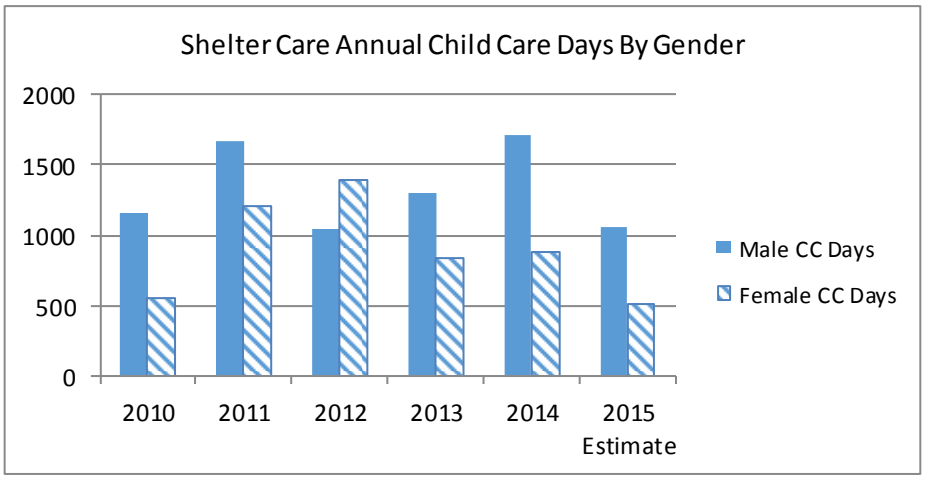
Juvenile Center (cont.)

Program Activities

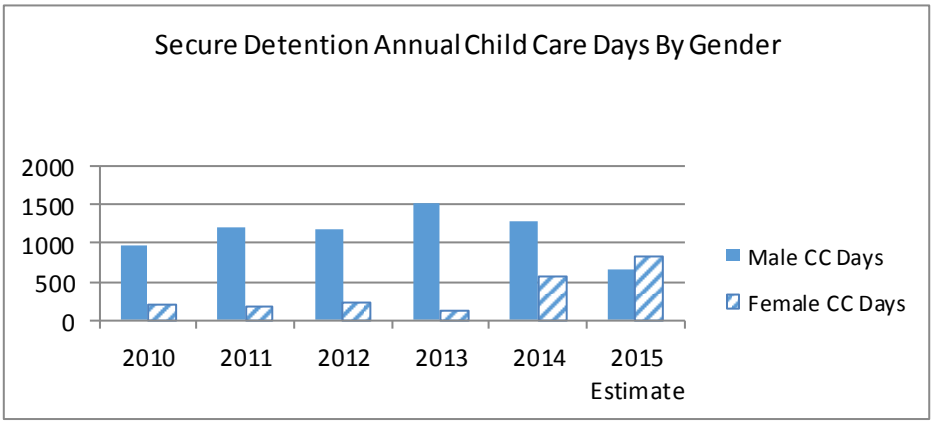
Activity (a)	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Non-Secure Detention/Shelter Care					
# of Child Care Days – County Residents	2,211	2,500	1,774	1,800	(700)
# of Child Care Days – Out of County Residents	377	300	67	0	(300)
Total # of Child Care Days	**2,588**	**2,800**	**1,841**	**1,800**	**(1,000)**
Average daily population	7.1	7.7	5.0	4.9	(2.8)
Secure Detention at Waukesha County Juvenile Center (Males Only Beginning in 2012)					
# of Child Care Days – County Residents	1,048	1,200	602	800	(400)
# of Child Care Days – Out of County Residents	247	75	79	75	0
Total # of Child Care Days	**1,295**	**1,275**	**681**	**875**	**(400)**
Average daily population at center	3.5	3.5	1.9	2.4	(1.1)
Contracted Secure Detention at Washington County Facility (Females Only) (b)					
# of child care days purchased	558	200	833(c)	324	124
Average daily population	1.5	0.6	2.3	0.9	0.3

(a) Residents who spend a portion of a day in Shelter Care or Secure Detention are included in the # of child care days provided.
(b) Contract with Washington County started in 2012.
(c) The 2015 estimated child care days include 2 youth ordered into placement at the Washington County Secure Detention facility by the Adult Court.

Juvenile Center (cont.)



While the number of child care days for both genders has fluctuated over this period, the total child care days for males has, with the exception of 2012, been higher than that for females.



The number of child care days has consistently been significantly higher for males than for females, with the exception of the 2015 estimate. This estimate reflects the placement by the Adult Court of two adolescent females for extended periods of time in the Washington County Secure Detention Facility.

Mental Health Outpatient-Clinical

Program Description

The Clinical Services Division provides behavioral medicine, treatment and support services to citizens of Waukesha County who are experiencing symptoms of mental health and substance abuse disorders. The service delivery system is consistent with State Statute Chapter 51 requirements and applicable state and federal regulations. The array of services creates a continuum of care including diagnostic services, medication management, crisis intervention, individual and group therapy, case management, independent living training, peer support, residential rehabilitation, and acute psychiatric inpatient treatment. Services are individualized to maximize each client's independence, recovery, self-management of symptoms, and to prevent relapse.

The Mental Health Outpatient Clinic provides state certified Outpatient Mental Health Clinic, Substance Abuse Service, and Crisis Intervention Service serving children, youth, and adults. The Children's Mental Health Outreach Service provides case management and individualized services to families with children experiencing severe emotional disorders. The staff includes the professional services of 6 psychiatrists and an advanced practice nurse practitioner for psychotropic medication management with support services available to uninsured clients to access patient assistance programs and low-cost medication plans. Access to specialized inpatient services at the State Mental Health Institutes including geropsychiatry, child psychiatry and secure placements for adults are initiated and monitored through the outpatient clinic.

Strategic Outcome: A county that provides customers with quality programs and services

Objective 6.3: Improve Service to Scheduled Treatment Sessions
Improve service utilization, reduce wait times, and increase adherence to scheduled treatment sessions by making optimal use of the transition to electronic records in the outpatient mental health and substance abuse services clinic.

Objective Owner: Clinical Services

Initiative/Action:

1. Assess the benefits and efficacy of expanding business hours in the outpatient mental health and substance abuse services clinic.
2. Evaluate the volume of intakes and on-going individual and group treatment contacts to determine baseline measures of wait times and "no shows".
3. Research models of improved access such as Same Day Access and Just in Time Scheduling.
4. Implement enhanced array of evidence based practices such as collaborative documentation, recovery education and group-based peer support curriculums.
5. Continue with efforts to build a workforce of dually credentialed staff trained to provide mental health, substance abuse and integrated treatment interventions.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Average # of days pending intake assessment	Establish baseline	Reduce 10%
"No Show" rate	Establish baseline	Reduce 10%

Mental Health Outpatient-Clinical (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**29.39**	**32.21**	**32.21**	**33.48**	**1.27**
General Government	$955,582	$1,062,191	$1,044,047	$1,044,047	($18,144)
Fine/Licenses	$348,931	$390,000	$348,931	$371,112	($18,888)
Charges for Services	$831,972	$734,700	$827,272	$756,741	$22,041
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,808,966	$1,606,898	$1,475,379	$1,451,888	($155,010)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$4,089,564**	**$4,255,016**	**$4,255,016**	**$4,280,294**	**$25,278**
Total Revenues	**$8,035,015**	**$8,048,805**	**$7,950,645**	**$7,904,082**	**($144,723)**
Personnel Costs	$3,292,683	$3,612,158	$3,658,429	$3,710,413	$98,255
Operating Expenses	$3,841,685	$4,156,550	$4,061,643	$3,885,400	($271,150)
Interdept. Charges	$256,558	$280,097	$291,590	$308,269	$28,172
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$7,390,926**	**$8,048,805**	**$8,011,662**	**$7,904,082**	**($144,723)**

Rev. Over (Under) Exp.	$644,089	$0	($61,017)	$0	$0

Program Highlights

General Government revenues decrease by $18,100 in relation to the fiscal year funding of $90,940 related to Juvenile Crisis Grant which has been granted for purposes of providing training to county staff and law enforcement to assist severe emotionally disturbed youth, improve collaboration between community entities and provide crisis intervention services. Other state funding remains constant: $521,500 in AODA block grants funding, $48,900 due to an allocation of the State Basic County Allocation for Child Abuse and Neglect services, $188,300 for Mental Health block grant funding, $194,400 for Certified Mental Health Programs to be used as matching funds for Federal Financial Participation for Medicaid covered services for Crisis Intervention, Community Support Program (CSP) and Community Recovery Services (CRS).

Fines and License revenues reflect a decrease in the amount of $18,900 to $371,112 to reflect prior year activity levels of Intoxicated Driver Program surcharge revenues.

Charges for Services consist of client fee revenues, which are budgeted to increase by $22,000 to $756,700 based on current year estimates.

Other Revenues are budgeted to decrease by about $155,000 related to a decrease of $179,200 to $680,800 in collections for adult and children located at the State Mental Health Institutes, partially offset by an increase of $24,200 in Supplemental Security Income (SSI)/Social Security collections revenues, where the County is the protective payee for mental health clients, and no change in the funding for the Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements of $38,850 which continues to reflect funding at the 2004 established Maintenance of Effort.

Personnel costs increase by approximately $98,300 to $3,710,400, mainly for the cost to continue for the 33.48 FTE staff assigned to this program. The budget includes the addition of 2.00 FTE Clinical Therapists that result from a reclassification of 2.00 FTE Senior Substance Abuse Counselors. These classifications may claim a higher Medicaid reimbursement rate and perform cross-program treatments for clients seeking treatment for mental health and substance abuse problems. This budget also includes the unfunding of a 1.00 FTE Clinical Psychologist. This position has been offset with the refunding of a 1.00 FTE Human Services Supervisor. In addition, the Clinical Division assessed the need for another 1.00 FTE Human Services Supervisor to coordinate mental health crisis services and the coordinated services team initiative, as well as the mandated expansion of the CCS to the juvenile population. In addition, a 0.50 FTE Senior Clinical Psychologist was transferred to this program area to align better with clinical supervision. The budget also includes a shift of 0.60 FTE Registered Nurse from the Mental Health Center to better align with service needs, and an increase of 0.57 FTE extra help mainly to assist with compliance regulations as the County migrates to the new electronic health record.

Mental Health Outpatient-Clinical (cont.)

Operating Expenditures decrease $271,150 to $3,885,400 which includes a budget decrease of $162,700 to $1,006,700 of Adult State Mental Health Institute costs related to a decrease in the number of days of care by 315. In addition, there is a decrease of $21,325 to $378,600 for children placed at the State Mental Health Institutes related to a decrease in the number of days of care by 23. Also, Mental Health and AODA related pharmaceutical costs decrease $62,900 in part due to more clients with health insurance coverage, and contracted services decrease $58,900 mainly from the reduction being experienced in AODA residential, and Detox services as a result of more clients being covered by health insurance. This is partially offset by a budgeted increase of 3% to contracted medical vendors of 25,600.

Interdepartmental Charges reflects a net increase of about $28,200 to $308,300 which includes an increase in collection activity of $15,500 to $99,700, an increase of $11,800 to $117,100 in overall technology replacement and maintenance fees, and an increase in Sheriff interdepartmental transportation cost to continue of $1,400 to $47,100.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	Change from 2015 Adopted Budget %
State Mental Health Institutes						
Revenue	$1,032,610	$860,048	$780,814	$680,814	($179,234)	-20.8%
County Tax Levy	$893,203	$708,952	$708,952	$704,161	($4,791)	-0.7%
Expenditures	$1,826,691	$1,569,000	$1,756,600	$1,384,975	($184,025)	-11.7%
Rev. Over (Under) Exp.	$99,122	$0	($266,834)	$0	$0	N/A
Alcohol and Other Drug Abuse (AODA) & Intoxicated Driver Program (IDP)						
Revenue	$1,323,990	$1,290,402	$1,321,624	$1,271,514	($18,888)	-1.5%
County Tax Levy	$591,262	$342,778	$342,778	($39,266)	($382,044)	-111.5%
Expenditures	$1,580,836	$1,633,180	$1,676,509	$1,232,248	($400,932)	-24.5%
Rev. Over (Under) Exp.	$334,416	$0	($12,107)	$0	$0	N/A
Mental Health - Clinical						
Revenue	$1,588,851	$1,643,339	$1,593,191	$1,671,460	$28,121	1.7%
County Tax Levy	$2,605,099	$3,203,286	$3,203,286	$3,615,399	$412,113	12.9%
Expenditures	$3,983,400	$4,846,625	$4,578,553	$5,286,859	$440,234	9.1%
Rev. Over (Under) Exp.	$210,550	$0	$217,924	$0	$0	N/A
Mental Health Outpatient-Clinical--TOTAL						
Revenue	**$3,945,451**	**$3,793,789**	**$3,695,629**	**$3,623,788**	**($170,001)**	**-4.5%**
County Tax Levy	**$4,089,564**	**$4,255,016**	**$4,255,016**	**$4,280,294**	**$25,278**	**0.6%**
Expenditures	**$7,390,926**	**$8,048,805**	**$8,011,662**	**$7,904,082**	**($144,723)**	**-1.8%**
Rev. Over (Under) Exp.	**$644,089**	**$0**	**($61,017)**	**$0**	**$0**	**N/A**

Program Activities

Activity – MH Outpatient Clinical	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Outpatient – MH - Unduplicated count	2,187	2,450	2,422	2,450	0
Outpatient – MH – Visit	13,091	17,500	14,532	17,500	0
Outpatient – AODA – Unduplicated Count	990	1,100	986	1,100	0
Outpatient AODA Visits	12,687	13,000	12,600	13,000	0
Clients Receiving Detox	103	140	67	80	(60)
Detoxification: Days of Care	188	280	132	150	(130)
AODA Residential: Days of Care	2,867	5,800	4,160	4,500	(1,300)
State Institutes Payments: Days of Care (children)	316	298	275	275	(23)
State Institutes Payments: Days of Care (adults)	1,302	1,087	1,000	772	(315)

Mental Health Outpatient-Intensive

Program Description

The Mental Health Outpatient Intensive program (located at the Mental Health Center) is comprised of two units: The Treatment and Support Services Unit (TSSU) provides an array of community based mental health services to residents of Waukesha County through two state certified programs, Comprehensive Community Services (CCS) and Adult Mental Health Day Treatment. Additional services are provided through Targeted Case Management, Community Options Program (COP) and Community Recovery Services (CRS) benefits for eligible clients. The second unit is the State certified Community Support Program (CSP). This also utilizes Community Options Program and Community Recovery Services benefits for eligible clients.

Residential Care in group homes, adult family homes and institutional settings is provided through contracts with multiple specialized programs throughout Wisconsin.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**23.52**	**21.97**	**21.97**	**21.18**	**(0.78)**
General Government	$548,113	$547,838	$547,838	$547,838	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,415,017	$3,348,018	$3,525,775	$3,915,556	$567,538
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$306,227	$271,883	$271,883	$271,883	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$4,603,307**	**$4,150,091**	**$4,150,091**	**$3,901,189**	**($248,902)**
Total Revenues	**$7,872,664**	**$8,317,830**	**$8,495,587**	**$8,636,466**	**$318,636**
Personnel Costs	$2,045,686	$1,957,967	$1,891,823	$1,951,224	($6,743)
Operating Expenses	$5,507,081	$6,119,269	$6,133,492	$6,455,268	$335,999
Interdept. Charges	$236,813	$240,594	$240,366	$229,974	($10,620)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$7,789,580**	**$8,317,830**	**$8,265,681**	**$8,636,466**	**$318,636**
Rev. Over (Under) Exp.	$83,084	$0	$229,906	$0	$0

Program Highlights

General Government revenue includes funding for Community Options Program of nearly $398,600, an allocation of Basic County Allocation for the Community Support Program funding of $88,600, and a State allocation of $60,600 for the Community Support Program to enable Medicaid clients eligible for CSP services to access these critical services to reduce the wait list. All state allocations remain at the 2015 budget level of about $547,800.

Charges for Service revenues are budgeted to increase by about $567,500 to $3,915,600. This reflects a budgeted increase in client fee revenue for services billed to Medical Assistance for the Comprehensive Community Services (CCS) program by nearly $772,200 to $2,480,750, related to an increase in client program days from the addition of a new area provider for CCS clients of $439,000. The remaining increase is related to an increase in reimbursement rates for qualifying services under the new CCS rules as a result of the 2013-15 WI State Budget. The CCS program provides psychosocial rehabilitative treatment in the community and in residential care settings. As a result of the 2013-15 Wisconsin State Budget, the Department of Health Services was authorized to increase funding for CCS by providing for both the federal and non-federal share of Medicaid costs to counties, including services provided to children. This offsets a decrease in client fee revenue for the Community Recovery Services (CRS) by about $188,500 to $521,700. This program provides community living support services, including employment and peer supports through psychosocial rehabilitation.

Mental Health Outpatient-Intensive (cont.)

Other Revenue includes funding for the State of Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursement-based cost claim of $271,883. This state funding allocation is budgeted to remain at the 2002 Maintenance of Effort.

Personnel costs are budgeted to decrease by about $6,700. Personnel costs reflect the transfer of a 0.50 FTE Senior Clinical Psychologist to the Mental Health Outpatient-Clinical program area as well as the reassignment of 0.28 FTE of extra help quality assurance staff, and the reclassification of 1.00 FTE Clinical Therapist from a previous 1.00 FTE Senior Mental Health Counselor. This classification may claim a higher Medicaid reimbursement rate and perform cross-program treatments for clients seeking treatment for mental health and substance abuse problems. This decrease is partially offset by the cost to continue for the remaining 21.18 FTE staff.

Operating expenditures are budgeted to increase by about $336,000 to nearly $6,455,300. This reflects an increase of $347,500 in the treatment component for the CCS program related to the addition of a new area provider for CCS related services, and an increase of $265,300 for specialized residential treatment costs. In addition, Treatment services and support costs increase nearly $123K, mainly due to a shift from the Community Support Program (CSP) contracted services ($93K) and office equipment costs ($20K) of nearly the same amount. The budgeted shift is meant to provide greater flexibility to department staff in assigning contracted support staff to clients in CSP, CRS or other program areas of need. The increase is further offset by decreases in the treatment component of the CRS program by $220,900, and the room and board components of the CRS and CCS programs by $57,500.

Interdepartmental Charges reflects a net decrease of nearly $10,600 mainly due to a decrease in the building maintenance services by about $26,400 related to less need for physical plant repairs and maintenance projects which is offset by an increase of $16,300 in overall technology replacement and maintenance fees.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	Change from 2015 Adopted Budget %
Comprehensive Community Support (CCS)						
Revenue	$1,316,084	$1,708,550	$2,284,645	$2,480,751	$772,201	45.2%
County Tax Levy	$582,424	$155,357	$155,357	($282,181)	($437,538)	-281.6%
Expenditures	$1,580,683	$1,863,907	$2,040,089	$2,198,570	$334,663	18.0%
Rev. Over (Under) Exp.	$317,825	$0	$399,913	$0	$0	N/A
Community Recovery Services (CRS)						
Revenue	$355,983	$710,203	$504,272	$521,733	($188,470)	-26.5%
County Tax Levy	$1,116,957	$1,154,886	$1,154,886	$1,085,162	($69,724)	-6.0%
Expenditures	$1,603,768	$1,865,089	$1,564,563	$1,606,895	($258,194)	-13.8%
Rev. Over (Under) Exp.	($130,828)	$0	$94,595	$0	$0	N/A
Community Support Program (CSP)						
Revenue	$1,067,837	$1,088,445	$912,231	$1,088,445	$0	0.0%
County Tax Levy	$335,377	$493,764	$493,764	$312,333	($181,431)	-36.7%
Expenditures	$1,558,687	$1,582,209	$1,463,433	$1,400,778	($181,431)	-11.5%
Rev. Over (Under) Exp.	($155,473)	$0	($57,438)	$0	$0	N/A
Community Options Program (COP)						
Revenue	$398,856	$398,581	$398,581	$398,581	$0	0.0%
County Tax Levy	($26,467)	($26,447)	($26,447)	($26,447)	$0	0.0%
Expenditures	$372,114	$372,134	$372,134	$372,134	$0	0.0%
Rev. Over (Under) Exp.	$275	$0	$0	$0	$0	N/A
Residential Services						
Revenue	$0	$0	$0	$0	$0	N/A
County Tax Levy	$1,262,406	$1,117,359	$1,117,359	$1,382,605	$265,246	23.7%
Expenditures	$1,222,049	$1,117,359	$1,253,439	$1,382,605	$265,246	23.7%
Rev. Over (Under) Exp.	$40,357	$0	($136,080)	$0	$0	N/A
Treatment Services and Support						
Revenue	$130,598	$261,960	$245,767	$245,767	($16,193)	-6.2%
County Tax Levy	$1,332,610	$1,255,172	$1,255,172	$1,429,717	$174,545	13.9%
Expenditures	$1,452,280	$1,517,132	$1,572,023	$1,675,484	$158,352	10.4%
Rev. Over (Under) Exp.	$10,928	$0	($71,084)	$0	$0	N/A
Mental Health Outpatient-Intensive--TOTAL						
Revenue	**$3,269,358**	**$4,167,739**	**$4,345,496**	**$4,735,277**	**$567,538**	**13.6%**
County Tax Levy	**$4,603,307**	**$4,150,091**	**$4,150,091**	**$3,901,189**	**($248,902)**	**-6.0%**
Expenditures	**$7,789,581**	**$8,317,830**	**$8,265,681**	**$8,636,466**	**$318,636**	**3.8%**
Rev. Over (Under) Exp.	**$83,084**	**$0**	**$229,906**	**$0**	**$0**	**N/A**

Mental Health Outpatient-Intensive (cont.)

Program Activities

Activity – MH Outpatient Intensive	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
CCS (Comprehensive Community Services) Number of Clients	114	134	130	135	1
CSP (Community Support Program) Number of Clients	188	191	191	191	0
Case Management Number of Clients	73	70	71	70	0
CCS Program Days	10,389	11,680	12,152	12,155	475
CRS Program Days	6,469	7,842	6,176	6,588	(1,254)
Specialized Residential Program Days	10,859	8,209	9,783	10,788	2,579
Total Residential Days of Care	27,717	27,731	28,111	29,531	1,800
CCS Hours of Care	3,342	2,920	6,482	5,913	2,993
CRS Hours of Care	8,238	11,798	5,700	3,901	(7,897)
Total Residential Hours of Care	11,580	14,718	12,182	9,814	(4,904)

Mental Health Center

Program Description

This budget reports the financial operations of the Mental Health Center (MHC) inpatient hospital for accounting purposes and State/Federal reporting including federal/state Medicare Cost Report requirements. This program provides for all services related to admissions to the hospital for psychiatric emergency and other psychiatric hospitalizations and related support services.

The inpatient hospital program of the Mental Health Center provides 24-hour care including assessment, intervention, diagnosis and treatment for individuals with acute and chronic mental illnesses requiring diagnosis; medication monitoring and stabilization; individual, couple, and group counseling; and development of aftercare services. Detoxification management services are also provided. The facility has a capacity of 28 on two 14 bed units, and serves court-involved and voluntary patients.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.2: Increase and Improve Access to Suicide Prevention Resources
Increase and improve access to suicide prevention resources by developing a community wide network focused on reducing Emergency Detentions by reassessing crisis services, implementing Question, Persuade, Refer (QPR) protocol, providing Crisis Intervention Trainings and working closely with veterans to connect them with behavioral health treatment and support services.

Objective Owner: Clinical Services, Veterans Affairs

Initiative/Action (Clinical Services):

1. Include veteran's issues in CIT trainings.
2. Provide intra-departmental training on available crisis services.
3. Provide QPR education to youth, families and community staff.
4. Expand training on DHS 34 Crisis Intervention Services to all staff who meet qualification standards as mental health professionals.
5. Provide information on Impact-211 to all clients at intake and upon standard program or treatment review.
6. Explore enhancement of mobile crisis services to 24/7 basis to respond to the needs of subjects under consideration for emergency detention by law enforcement.
7. Collaborate with statewide initiatives using the Zero Suicide approach and bring training opportunities to service providers within Waukesha County.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Number of Chapter 51 Interventions within the Calendar Year	995	945

Mental Health Center (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**49.51**	**47.74**	**47.74**	**48.72**	**0.99**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,548,379	$2,717,540	$2,968,946	$2,822,044	$104,504
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$65,416	$132,050	$132,050	$45,486	($86,564)
County Tax Levy (Credit)	**$3,480,995**	**$3,351,591**	**$3,351,591**	**$3,694,937**	**$343,346**
Total Revenues	**$6,094,790**	**$6,201,181**	**$6,452,587**	**$6,562,467**	**$361,286**
Personnel Costs	$4,361,073	$4,368,513	$4,381,530	$4,696,928	$328,415
Operating Expenses	$1,070,891	$1,018,606	$1,235,605	$1,084,437	$65,831
Interdept. Charges	$805,564	$814,062	$807,475	$766,102	($47,960)
Fixed Assets	$39,942	$0	$0	$15,000	$15,000
Total Expenditures	**$6,277,470**	**$6,201,181**	**$6,424,610**	**$6,562,467**	**$361,286**
Rev. Over (Under) Exp.	($182,680)	$0	$27,977	$0	$0

Program Highlights

Charges for services consist mostly of client fee revenues related to the 28 bed adult psychiatric hospital for the acute treatment of mental health including symptom stabilization, medication adjustment and emergency detentions (voluntary or involuntary) including Commerical Insurance, Medicare/Medicaid and self pay reimbursements, which increases by about $104,500 to $2,822,044 based on a rate increase of about $25 per day.

Appropriated Fund Balance decreases by nearly $86,600 to about $45,500 and is budgeted to cover equipment replacement and building improvement items that are needed to remain in compliance with State/Federal hospital regulations (facility is inspected annually). The 2016 appropriation is budgeted to cover the following replacement items: $21,400 for HIPAA Compliant Records Shelving, $15,000 for building improvements of soft coating for the seclusion rooms, and $9,086 for various furniture upgrades such as mattresses and furniture.

Personnel costs increase by approximately $328,400 or 7.5% to about $4,696,900 which includes the net cost to continue for 48.72 FTE positions. Personnel costs reflect the following changes to better reflect the actual operational time for the Mental Health Center: an increase of 0.50 FTE Psychiatrist and 0.20 FTE Clinical Services Manager from the Mental Health Outpatient-Clinical program area, partially offset by a reduction of 0.30 FTE Clinical Director transfer the Outpatient Clinic program area. In addition, there is an increase of 0.41 FTE for the Weekend Registered Nurses to better provide for holiday and vacation coverage and increase of 0.78 FTE extra help related to the addition of a 0.41 FTE for a dually credentialed Clinical Therapist to better serve clients who are admitted with issues related to alcohol and other drugs that would require completion of a substance abuse assessment, an increase of 0.20 FTE for a Senior Clinical Psychologist to assure timely completion of the required psychological testing, as well as the addition of a 0.17 FTE Registered Dietician (which is offset by a reduction in contracted services at Waukesha Memorial).

Operating expenditures increase by about $65,800 to $1,084,400, partially due to a $23,600 or 3% increase for the contracted medical doctors to a total of $305,800, an increase in medications of nearly $47,800 to $412,800 due to increased use of new long-acting injectable formulations and newly released treatments, This is partially offset by a $16,400 decrease in the contract with Waukesha Memorial to reflect services now being provided by an 0.17 FTE temporary extra help Registered Dietician.

Mental Health Center (cont.)

Interdepartmental Charges are budgeted to decrease by nearly $48,000 to $766,100, mainly due to a decrease in the building maintenance services by about $67,900 related to less need for physical plant repairs and maintenance projects in 2016, partially offset by an increase in collections services of $11,900 to $104,600 to better reflect referral levels, and an increase of $14,900 to $263,100 in overall technology replacement and maintenance fees.

Fixed Assets are budgeted to increase to $15,000 for the purchase of building improvements for soft coating for the seclusion rooms and is offset by the use of fund balance.

Program Activities

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Target	Budget Change
Days of Care	6,000	6,500	6,200	6,500	0
Admissions	753	800	720	850	50
Discharges	753	800	700	850	50
Average Length of Stay (Days)	7.6	8.6	8.6	7.6	(1.0)

Program Description

With the support of the Chief Judge, County Executive, and County Board, the Waukesha County Criminal Justice Collaborating Council (CJCC) was established in the fall of 2002. The Council was formed with several goals in mind including better understanding of crime and criminal justice problems, greater cooperation among agencies and units of local government, clearer objectives and priorities, more effective resource allocation, and the creation of additional criminal justice programming. The Council feels that, taken together, these results can increase public confidence in and support for criminal justice processes, and enhance system performance.

The mission of the Waukesha County CJCC is to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitative services, while recognizing the rights and needs of victims.

Strategic Outcome: A County that Provides Customers with Quality Programs and Services

Objective 6.2 Create a Framework for Collaboration with Local Criminal Justice System

Create a framework for the local criminal justice system that will result in improved system outcomes through collaborative partnerships, systematic use of research, and a shared vision of desired outcomes.

Objective Owner: Clinical Services – Criminal Justice Collaborating Council

Initiative/Action:

1. Through a partnership with the state, participate in the National Institute of Corrections (NIC) Evidence-Based Decision Making (EBDM) Initiative.
2. Create a Policy Team made up of criminal justice system stakeholders to meet monthly with the NIC consultant.
3. Develop system wide change strategies that will align local and state jurisdictions with one another and with the principles of EBDM.
4. Prepare to implement identified change strategies.

Performance Measure:

1. At least 80% of members attend Policy Team meetings.
2. Number of system wide change strategies identified.

Measure	2015 Estimate	2016 Goal
Members Attending Policy Team Meetings	89%	90%
System-wide Change Strategies Identified	2	5

CJCC (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
General Government	$368,536	$231,645	$281,645	$166,433	($65,212)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$61,164	$49,655	$49,655	$50,648	$993
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$28,897	$28,897	$28,897	$0	($28,897)
County Tax Levy (Credit)	**$1,022,946**	**$1,025,862**	**$1,025,862**	**$1,055,158**	**$29,296**
Total Revenues	**$1,481,543**	**$1,336,059**	**$1,386,059**	**$1,272,239**	**($63,820)**
Personnel Costs	$106,187	$109,887	$108,953	$112,887	$3,000
Operating Expenses	$1,325,272	$1,206,044	$1,256,038	$1,145,665	($60,379)
Interdept. Charges	$19,020	$20,128	$19,803	$13,687	($6,441)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,450,479**	**$1,336,059**	**$1,384,794**	**$1,272,239**	**($63,820)**
Rev. Over (Under) Exp.	$31,064	$0	$1,265	$0	$0

Program Highlights

General Government Revenue is budgeted to decrease by about $65,200 to $166,400, mainly due to the end of the federally-funded drug court grant on June 30, 2015. However, the budget includes $142,900 related to the state Treatment Alternatives and Diversion (TAD) grant to continue the drug court program in 2016. In addition, the CJCC applied for a federal enhancement grant to increase the budgeted client capacity of the drug court program from 40 to 50 clients. If awarded, the 2-year grant would be effective from 10/1/15-9/30/17. General Government revenues also include, state Department of Corrections (DOC) revenue for the Community Service Options (CSO) program, which increases slightly by about $350 to $23,600.

Charges for Services are budgeted with an increase of nearly $1,000 to about $50,600 in anticipated revenue from client fees from the Alcohol Treatment Court and Day Report Center Programs. Alcohol Treatment Court participants are charged a monthly fee using an income-based fee scale, which was implemented in June 2009 and is mandatory for all program participants. Day Report Center participants are charged a flat fee, which was implemented in October 2010 and is mandatory for all program participants based upon length of stay in the program.

Fund Balance is budgeted to decrease by about $28,800, as this was one-time tax levy built into the 2014 budget and carried over into 2015 to maintain the capacity of the drug court program for the 3rd quarter of 2015.

Personnel costs are budgeted to increase $3,000 to about $112,800, reflecting the cost to continue for the full-time Coordinator position.

Operating Expenses are budgeted to decrease by about $60,400 to $1,145,700, mainly due to a decrease of about $89,100 in operating expenditures for the Drug Treatment Court (DTC) implementation grant, which ended 6/30/15. Operating expenses also include $142,900 related to the state Treatment Alternatives and Diversion (TAD) grant in 2016. In addition, the budget includes an increase to contracted services of about $25,500 to $1,117,400, allowing for a 1.5% increase to most contracted client services, except for the Correct Care Solutions contracts which will increase by approximately 3%, per the Sheriff's Department Medical Services contract agreement.

Interdepartmental Charges are budgeted to decrease by approximately $6,400 to $13,700, mainly due to reduced indirect cost recovery as a result of the federal drug court grant ending, mentioned previously.

Program Activities

Criminal justice system cost savings/cost avoidance based on the combined number of Main Jail and Huber Facility jail days saved as a direct result of programming implemented through the CJCC.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Jail Days Saved – Intoxicated Driver Intervention Program (OWI) Program)	14,732	15,000	18,885	12,000
Number of Jail Days Saved – Pretrial Supervision Program	7,694	5,500	6,288	6,000
Number of Jail Days Saved – Alcohol Treatment Court Program	3,966	2,000	2,758	2,500
Number of Jail Days Saved – Day Report Center Program	9,079	10,000	10,043	9,500
Number of Jail Days Saved – Community Service Options Program	2,655	2,900	3,071	2,900
Total Number of Jail Days Saved for all programming*	38,126	35,400	41,045	32,900

*Reflects potential good time earned by inmates.

Alcohol Treatment Court Program

Provides intensive supervision and case management of 3rd & 4th offense drunk drivers post-conviction with intensive judicial oversight and an emphasis on treatment, in an effort to help offenders break the cycle of drunk driving, improve the chances of a sober and healthy lifestyle, and contribute to a safe community. The program length is approximately 12-18 months.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total Participants Served*	91	70	85	75
Number of Program Graduates	48	45	36	35

** The federal grant, which allowed for the expansion of the Alcohol Treatment Court Program for a fourth OWI offense, ended 9/30/2014. The program reduced capacity in January 2015 to pre-grant levels.*

Community Service Options Program

Provides support with site placement and tracking/reporting community service hours worked for adult offenders who are court ordered to complete community service as a condition of their sentence or as a condition of probation, as well as to adults confined in the Huber facility who wish to reduce their jail sentence by performing community service.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Community Service Hours Completed	32,468	35,500	35,148	35,000
Total Clients Served	507	500	528	500

CJCC (cont.)

Drug Treatment Court Program

Utilizing a post-plea, pre-dispositional model, provides rigorous supervision, case management, and drug testing for drug dependent offenders, including intensive judicial oversight and an emphasis on treatment, in an effort to increase long-term sobriety, which will ultimately reduce crime and increase public safety. The average program length is 18 months.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total Participants Served	69	55	70	40*
Number of Program Graduates	7	10	12	15

**The CJCC applied for a federal grant to increase caseload capacity to 50 participants; if awarded, the 2-year grant would be effective from 10/1/15-9/30/17.*

Day Report Center Program

Intensive supervision and monitoring of adults post-conviction, providing an alternative to incarceration with the goals of reducing the population of the Huber facility and reducing recidivism through direct support and referrals to services throughout Waukesha County to meet clients' needs and improve lives.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total New Clients Admitted (unduplicated)	265	275	209	200
Total Clients Supervised (unduplicated)	346	375	396	274

Pretrial Intoxicated Driver Intervention Program (OWI Program)

Provides intensive supervision to repeat drunk driving defendants shortly after arrest in an effort to get them enrolled in treatment as soon as possible during the pretrial phase, with the goal of reducing drunk driving recidivism.

	2014 Actual	2015 Target	2015 Estimate	2016 Target*
Total New Clients Admitted	550	530	482	318
Total Clients Supervised (unduplicated)	870	875	796	525
OWI Re-Arrests During Program Supervision	2%	1.5%	1%	1.5%

**State funding for the program is proposed to end 6/30/15. Program capacity will be maintained through 9/30/15. If no additional resources are shifted to cover the state funding gap, the program may significantly reduce capacity in 2016.*

Jail Adult Basic Education (ABE) Program

In July 1990, Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department began a partnership to provide adult basic education, high school completion, and employability skills to inmates at the Huber facility and, later, at the County Jail. WCTC has received federal funding for a 4th year through the Adult Education and Family Literacy Act for Institutionalized Individuals for the 2015-2016 federal fiscal year to offset $10,000 in County levy for the program.

	2013/2014 Actual	2014/2015 Actual	2014/2015 Target	2015/2016 Target
Number of Inmates Served	239	237	150	150
Attained General Education Diploma (GED)/High School Equivalency Diploma (HSED)	16	1*	18	3
Partial GED Completions**	8	4	N/A	5
% Improving Academic Literacy Skills	86%	86%	85%	85%

*Significant decrease is reflective of the new, more difficult GED test, which was implemented in January 2014.
**New outcome reflective of students completing at least 1 of the 4 required GED tests while in jail.

CJCC (cont.)

Pretrial Supervision Program

Provides pretrial supervision and monitoring of adults pending misdemeanor and some felony charges while awaiting trial or adjudication to assure appearances at court hearings, provide support with clients' needs to prevent recidivism, and is an alternative to pretrial incarceration, saving jail days.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total Clients Admitted	283	325	269	275
Successful Discharge	65%	73%	69%	70%

Pretrial Screening Program

Screens all newly booked inmates in the Waukesha County Jail, for the purpose of gathering and verifying information to prepare a screening report for the Court prior to the initial court appearance to assist in release decisions and setting appropriate bail.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Inmates Interviewed	2,349	2,100	2,378	2,254
Declined Interviews	57 (2%)	48 (2%)	29 (1%)	46 (2%)
Reports Completed	2,406	2,148	2,407	2,300
Interviews/Reports Verified	602 (25%)	752 (35%)	665 (28%)	676 (30%)

Reentry Employment Program

Provides job readiness skills (resume development, preparation for interviews, assistance completing on-line applications, etc.) to unemployed or underemployed offenders in the Waukesha County Huber facility to help them secure and maintain employment.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total Clients Served	248	250	281	260
Full-Time Placements	26	25	22	25
Part-Time Placements	14	20	10	15

Public Health

Program Description

Administration Section

The Administration Section provides leadership, direction and clinical competence in the overall management of the Public Health Division's human resources, program resources, and overall budget. This section is responsible for the Division's State of Wisconsin Administrative Code 140 certification review to maintain Level II health department status. This section will prepare the Division for national accreditation, and will maintain necessary programs for accreditation, such as quality improvement and workforce development. The section works closely with the fiscal division in ensuring corporate compliance. The implementation of Insight, public health's electronic medical record, will be overseen by this section.

Family and Community Health Section

The Family and Community Health Section provides services directly to individuals, families and to the population collectively. This section provides various services to individuals from early childhood to late in life through clinic visits, home visits or community events. Child preventive health services can include childhood immunizations, lead poisoning screenings, child health checks, fluoride varnishing, and child neglect and abuse assessments. Adult health services consists of screenings and case management in areas such as: cholesterol, glucose, blood pressure, pregnancy testing, prenatal and postpartum monitoring, sexually transmitted diseases, and drug testing. This section oversees the County's Community Health Assessment and Improvement Plan and Process (CHIPP) which addresses population health through community assessments to determine leading health problems and collaborates with community partners for remediation strategies. Additionally, there is participation on numerous community collaborations to address health equity and health disparities.

Women, Infants and Children (WIC)

The Women, Infants and Children (WIC) program is federally funded and provides nutrition assessments for prenatal and postpartum lactating mothers, infants under one year and children through five years of age. Nutrition recommendations are offered with corresponding vouchers specifically outlining food purchases that will remedy nutritional deficits.

Communicable Disease Control and Public Health Preparedness Section

The Communicable Disease Control and Public Health Preparedness Section provides services to individuals, families and to the population collectively. This section provides communicable disease surveillance, investigations and interventions to control communicable diseases and outbreaks affecting individuals, families and businesses in Waukesha County. Communicable disease interventions include notification, education, treatment consultation and containment measures (such as work restriction, isolation or quarantine). Clinical services in this section include directly-observed treatment for Tuberculosis (TB), the Travel Immunization Clinic and the Sexually Transmitted Diseases (STD) Clinic. Partner notification for STDs and HIV are conducted routinely. Public health preparedness is a rapidly evolving component of this section that addresses preparedness strategies for quick response to a range of public health threats, both intentional and unintentional, including biological, chemical or natural disasters. Emerging diseases such as Ebola and Avian Influenza are tracked closely and plans are continually refined based off of the latest information. Staff trainings and exercises are routinely conducted with key partners.

Strategic Outcome: An Economically Vibrant County

Objective 2.1: Reducing Employee Absences in Hospital Health Systems

Assist five Waukesha County hospital health systems: Froedtert & the Medical College of Wisconsin, Inc.; ProHealth Care, Inc.; Aurora Health Care, Inc.; Wheaton Franciscan Healthcare, Inc.; and Waukesha County Mental Health Center to remain economically viable in reducing employee absences due to preventable communicable diseases among hospital and clinic based employees.

Objective Owner: Public Health Communicable Disease Control Services

Public Health (cont.)

Initiative Action:

1. Establish a local public health and health care systems committee to address employee preventable occupationally acquired communicable diseases.
2. Provide public health consultation on employee occupational communicable disease prevention recommended standards.
3. Provide public health consultation on employee occupational communicable disease control prevention and inpatient communicable disease control according to the CDC recommended communicable disease control standards for new emerging communicable diseases such as: Ebola, MERS-CoV, etc.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Healthcare Systems Participation	4	5
Healthcare Systems Communicable Disease Training provided by Public Health	3	4

Strategic Outcome: A well-planned county

Objective 4.1

Every five years, the Waukesha County Community Health Improvement Plan and Process (CHIPP) steering committee will make available information on the health status of the community, along with the identification of Waukesha County's leading health problems and health needs of the community, through a systematic collection, assembly and analysis of community health statistics. Key CHIPP steering committee stake holders of policy makers, community professionals and the general public will develop a community health improvement plan.

Objective Owner: Health and Human Services Board, CHIPP Community Steering Committee, Public Health Division

Initiative/Action:

1. The CHIPP co-chairs will establish a 2016-2020 Community Health Improvement Plan and Process steering committee membership and convene a CHIPP steering committee meeting to launch a new county 2016-2020 CHIPP by December 31, 2016.

2. The CHIPP steering committee will have a completed Community Health Assessment with identified leading health problems in Waukesha County by December 21, 2017.

3. The CHIPP steering committee will identify Waukesha County providers who will voluntarily take on a CHIPP initiative that will remediate one of the leading health issues in Waukesha County, by December 31, 2017.

4. The CHIPP steering committee will have completed a final 2016-2020 report informing the community on health improvements related to the CHIPP initiatives by December 31, 2020.

Performance Measure:

Measure	2015 Estimate	2016 Goal
CHIPP Plan and Response Team Outcomes	Final Report: 100% Completion	Launch 2016-2020 Community Health Improvement Plan and Process

Public Health (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**39.16**	**37.32**	**37.32**	**37.73**	**0.41**
General Government	$742,878	$877,684	$823,752	$839,613	($38,071)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$320,316	$351,120	$337,593	$322,900	($28,220)
Interdepartmental	$9,933	$3,565	$3,425	$3,415	($150)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$2,415,646**	**$2,420,013**	**$2,420,013**	**$2,460,042**	**$40,029**
Total Revenues	**$3,488,773**	**$3,652,382**	**$3,584,783**	**$3,625,970**	**($26,412)**
Personnel Costs	$2,895,665	$3,083,167	$2,894,780	$3,100,736	$17,569
Operating Expenses	$255,507	$343,028	$286,158	$285,349	($57,679)
Interdept. Charges	$222,722	$226,187	$227,014	$239,885	$13,698
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,373,894**	**$3,652,382**	**$3,407,952**	**$3,625,970**	**($26,412)**
Rev. Over (Under) Exp.	$114,879	$0	$176,831	$0	$0

Program Highlights

General Government revenues are decreased by $38,100 primarily due to changes in the allocation of grant indirect costs to the HHS Administration Services program primarily related to the preparedness grant which is reduced $42,700 in this budget to reflect the work done by the Human Services Emergency Government Programs & Projects Analyst.

Charges for Services revenues decrease by $28,220 due to a Travel Clinic reduction of $15,000 reflecting the decline of global travel and a Healthcheck reduction of $10,000, similar to the national trend of declining Healthcheck enrollments.

Interdepartmental revenues of $3,400 remain mostly at the 2015 level, reflecting a minor decrease of $150.

Personnel costs are increased by nearly $17,600 which is attributable to cost to continue 37.32 FTE with a 0.41 FTE extra help increase primarily due to work in the preparedness grant.

Operating expenses decrease by $57,700 primarily due to a $73,800 decrease in clinic medical supplies as a result of fewer enrollments in the Travel and Childhood Immunization Clinics offset by an $8,400 increase in mileage reimbursements related to increased Tuberculosis monitoring visits and an $8,300 increase in printing costs mostly related to the Community Health Assessment and Improvement Plan and Process (CHIPP) reporting.

Interdepartmental charges are higher by $13,698 mainly due to computer maintenance and replacement costs.

PUBLIC HEALTH: PROGRAM UNITS

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Public Health Administration						
Staffing (FTE)	**3.00**	**2.47**	**2.47**	**9.00**	**6.53**	
Revenues	$5,101	$6,824	$16,680	$44,101	$37,277	546.3%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$363,916**	**$338,581**	**$338,581**	**$794,987**	**$456,406**	**134.8%**
Expenditures	$336,766	$345,405	$349,461	$839,088	$493,683	142.9%
Rev. Over (Under) Exp.	$32,251	$0	$5,800	$0	-	N/A
Family & Community Health						
Staffing (FTE)	**8.26**	**8.11**	**8.11**	**9.92**	**1.81**	22.4%
Revenues	$237,091	$279,261	$269,785	$282,030	$2,769	1.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$423,803**	**$480,990**	**$480,990**	**$684,349**	**$203,359**	**42.3%**
Expenditures	$762,213	$760,251	$701,602	$966,379	$206,128	27.1%
Rev. Over (Under) Exp.	($101,319)	$0	$49,173	$0	-	N/A
Women, Infants, Children Nutrition Program (WIC)						
Staffing (FTE)	**5.89**	**5.89**	**5.89**	**5.89**	**0.00**	0.0%
Revenues	$446,997	$467,649	$463,198	$460,608	($7,041)	-1.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$5**	**$5**	**N/A**
Expenditures	$446,997	$467,649	$462,448	$460,613	($7,036)	-1.5%
Rev. Over (Under) Exp.	$0	$0	$750	$0	-	N/A
Communicable Disease Control & Preparedness						
Staffing (FTE)	**22.01**	**20.85**	**20.85**	**12.92**	**-7.93**	-38.0%
Revenues	$383,938	$478,635	$415,107	$379,189	($99,446)	-20.8%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$1,627,927**	**$1,600,442**	**$1,600,442**	**$980,701**	**($619,741)**	**-38.7%**
Expenditures	$1,827,918	$2,079,077	$1,894,441	$1,359,890	($719,187)	-34.6%
Rev. Over (Under) Exp.	$183,947	$0	$121,108	$0	-	N/A
Total Public Health Division						
Revenues	$1,073,127	$1,232,369	$1,164,770	$1,165,928	($66,441)	-5.4%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$2,415,646	$2,420,013	$2,420,013	$2,460,042	**$40,029**	**1.7%**
Expenditures	$3,373,894	$3,652,382	$3,407,952	$3,625,970	($26,412)	-0.7%
Rev. Over (Under) Exp.	$114,879	$0	$176,831	$0	-	N/A

Position Summary (FTE)					
Regular Positions	36.84	34.84	34.84	34.84	0.00
Extra Help	2.32	2.48	2.48	2.89	0.41
Overtime	0.00	0.00	0.00	0.00	0.00
Total	39.16	37.32	37.32	37.73	0.41

Program Activities: Public Health Administration

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of telephone calls to the Division for information/triage	8,635	*	8,500	8,400	*
Number of referrals to the Division	1,239	*	1,150	1,200	*
Number of walk-in clients at the Division	4,229	*	4,100	4,000	*

*New activity tracking category

Program Activities: Family and Community Health

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of children tested for lead poisoning	1,594	**1,550**	1,525	1,525	-25
Number of Healthcheck examinations	2,279	**2,050**	2,050	2,050	0
Number of pregnant women PNCC screened	345	**385**	390	380	-5
• Number of women enrolled	176	**195**	180	185	-10
• Number of women who delivered full term infants of average birth weight	169	**180**	172	175	-5
Number of children at-risk (medical/physical neglect) case managed	128	*	146	150	*
Number of children receiving fluoride varnishing	856	*	800	825	*
Number of chronic disease screenings	531	**590**	721	750	+160
Number of urine drug screening for HHS clients	305	*	475	500	*
• Number of positive urine drug screening clients	102	*	225	250	*

*New activity tracking category

Program Activities: (WIC)

	2014 Actual (b)	2015 Budget	2015 Estimate	2016 Budget	Budget Change
State estimated # of eligible low income population per month for Waukesha County (a)	4,562	**4,700**	4,450	4,450	-250
Total number of mothers, infants/children served per year in the WIC Program	3,514	**3,600**	3,375	3,375	-225
Annual number of infants/children nutritionally deficient enrolled in the WIC program	2,525	**2,700**	2,425	2,425	-275
The annual number of children with improved nutritional status after WIC program intervention	2,525	**2,700**	2,425	2,425	-275
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	2,188	**2,170**	2,100	2,100	-70

(a) Based on the 2012 US Bureau of Census, Waukesha County Poverty Estimates.

(b) From January 1, 2014 through December 31, 2014 WIC food vouchers supplemented Waukesha County retail food vendors by $2,027,273 and local Waukesha County produce farmers by $9,783.

Program Activities: Communicable Disease and Preparedness

Communicable Disease Control: Level I	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of communicable disease referrals investigated	2,462	*	2,450	2,500	*
Number of communicable disease cases identified	1,691	*	1,650	1,700	*
Number of outbreaks investigated	102	**100**	115	110	+10
Number of TB skin tests	933	**1,100**	950	1,000	-100
Number of vaccines administered	3,868	**3,655**	3,500	3,400	-255
Number screened in STD clinic	136	**186**	190	190	+4
Number of preparedness trainings conducted	10	*	12	12	*
Percentage of staff meeting 23 preparedness competencies	95%	**92%**	95%	95%	+3%
Number of staff meeting ICS requirements	48	**50**	44	50	0

*New activity tracking category

Program Descriptions

It is the mission of the Waukesha County Department of Veterans' Services to advocate for and assist all veterans of the U.S. Armed Services, their dependents, and survivors. The Department ensures that clients obtain all available and appropriate benefits for which they are entitled. The Department staff is committed to act in a courteous, effective, and fiscally responsible manner to maintain its reputation as one of the top veterans' service departments in the State by providing maximum service to its clientele.

Referrals are made to other Federal, State, and local agencies for benefits from other programs. Information related to veterans' issues is collected, updated, made available on the Internet, and distributed where and when appropriate.

In addition, the County Executive, with the approval of the County Board, appoints three Veterans' Commissioners. The Commission is required to meet at least once a year, and as needed thereafter to authorize and provide the amount of funds required for needy veterans.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.1: Provide Support to Individuals Impacted by a Death.
Minimize trauma and provide support to individuals impacted by a death, by coordinating with the Medical Examiner's Office and/or Waukesha County Health and Human Services to proactively outreach and offer assistance to affected individuals within an average of 5 days of referral.

Objective Owner: Veterans Affairs, Intake and Support Services, Aging and Disability Resource Center, Medical Examiners Office

Initiative/Action (Veterans Affairs):

1. Immediately notify the VA Regional Office.
2. Within 2 work days send a letter of sympathy and assistance to the surviving family member or the descendant's estate.
3. Upon request for assistance we will assist survivors with obtaining any eligible veteran's benefits from the state or federal veteran programs.
4. Immediately refer survivors to HHS Divisions and other agencies that can assist them with non-VA issues.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Response time following Notification of Death	5 business days	2 business days

Strategic Outcome: A county that assists at-risk citizens

Objective 5.2: Increase and Improve Access to Suicide Prevention Resources
Increase and improve access to suicide prevention resources by developing a community wide network focused on reducing Emergency Detentions by reassessing crisis services, implementing Question, Persuade, Refer (QPR) protocol, providing Crisis Intervention Trainings and working closely with veterans to connect them with behavioral health treatment and support services.

Objective Owner: Clinical Services, Veterans Affairs

Initiative/Action (Veterans Affairs):

1. Contact the Waukesha County HHS crisis worker for assessment, and Sherriff's Office if suicide risk is high.
2. Provide Veterans Crisis Line information to local agencies, posts and veterans.
3. Make referrals to the VA Medical Center or the Milwaukee Vet Center after consulting with the veteran.
4. When notified by representatives from NAMI, the Veterans Service Office will provide benefit or referral services to the affected client.
5. When notified of a homeless veteran, the department will contact the Supportive Services for Veterans Families or the Center for Veterans Issues to screen for placement.
6. When necessary, the Veteran's Office will contact local veterans and civic organizations to provide material assistance to homeless and low income veterans.
7. The Service Officer or Aide will request that the Veterans Service Commission will convene to provide assistance when all other options have been exhausted.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Response time following request for assistance	4 business days	3 business days

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**3.70**	**3.70**	**3.70**	**3.70**	**0.00**
General Government	$13,000	$13,000	$13,000	$13,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$598	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$274,074**	**$284,085**	**$284,085**	**$304,626**	**$20,541**
Total Revenues	**$287,074**	**$297,085**	**$297,683**	**$317,626**	**$20,541**
Personnel Costs	$226,788	$233,481	$231,685	$257,038	$23,557
Operating Expenses	$27,290	$42,905	$39,711	$40,939	($1,966)
Interdept. Charges	$17,317	$20,699	$21,093	$19,649	($1,050)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$271,395**	**$297,085**	**$292,489**	**$317,626**	**$20,541**
Rev. Over (Under) Exp.	$15,679	$0	$5,194	$0	$0

Program Highlights

General Government revenues of $13,000 consist of a grant from the State and remains unchanged from 2015 budget levels. Personnel Costs increase nearly $23,600 due to the addition of health insurance for one position and to the cost to continue of 3.70 FTE positions. Interdepartmental charges decrease about $1,000 mainly due to a reduction in technology maintenance and replacement rates. Operating Expenses decrease about $2,000, due to reductions of $4,600 for Mileage Reimbursement and Travel that are based on a 3-year average, and an increase in Outside Printing of $2,500 for color prints. Veterans' Services costs related to grave flags and markers remain unchanged at nearly $13,400, and relief expended by the Veterans' Service Commission remains unchanged at $10,000.

The Veterans' Service Commission met five times in 2014. Funding procured from other Veterans Service Organizations provided $3,490 in financial assistance. Total direct assistance provided to veterans was $9,398 of which 37% was funded by Veteran Service Organizations i.e. American Legion, Veterans of Foreign Wars, Military Order of the Purple Heart, Vietnam Veterans of America, Waukesha Kiwanis Club and private individuals.

The Veteran Service Office seeks to ensure that clients obtain all available and appropriate state and federal benefits for which they are entitled. The 2014 Budget of $287,074, of which $274,074 was county tax levy, resulted in a return of $215,930,773 in state and federal dollars to Waukesha County veterans and their dependents. This equates to a nearly $788 return for every county levy dollar invested.

Veterans' Services Program Units

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Information Assistance						
Revenues	$13,000	$13,000	$13,598	$13,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$262,681**	**$272,692**	**$272,692**	**$293,512**	**$20,820**	**7.6%**
Expenditures	$264,597	$285,692	$281,775	$306,512	$20,820	7.3%
Rev. Over (Under) Exp.	$11,084	$0	$4,515	$0	-	N/A
Veterans' Service Commission						
Revenues	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$11,393**	**$11,393**	**$11,393**	**$11,114**	**($279)**	**-2.4%**
Expenditures	$6,798	$11,393	$10,714	$11,114	($279)	-2.4%
Rev. Over (Under) Exp.	$4,595	$0	$679	$0	-	N/A
Veterans' Services Division Total						
Revenues	$13,000	$13,000	$13,598	$13,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$274,074**	**$284,085**	**$284,085**	**$304,626**	**$20,541**	**7.2%**
Expenditures	$271,395	$297,085	$292,489	$317,626	$20,541	6.9%
Rev. Over (Under) Exp.	$15,679	$0	$5,194	$0	-	N/A

Program Activities

Activity - Output Indicators	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total dollars to Waukesha County veterans (a)	$216 mil	$241 mil	$225 mil	$230 mil	(11 mil)
Clients interviewed and counseled (In Office)	4,116	3,600	3,600	3,700	100
Number of appearances on behalf of veterans	60	50	50	55	5
Miles traveled on veterans' affairs	3,326	3,300	3,300	3,400	100
Incoming phone calls answered	8,695	8,000	8,000	8,000	0
Contacts by E-Mail (requiring a response)	9,037	7,000	9,000	9,000	2,000

(a) This figure reflects the value of all Federal and State benefits awarded to county veterans. Based on the 2014 data this would equate to $788 of benefit returned for each tax levy dollar expended.

ADRC - Adult Protective Services

Program Description

Adult Protective Services (APS) is the lead-reporting agency for instances of Abuse and Neglect for Adults and Elders At-Risk in Waukesha County.

APS Provides cost effective service intervention for vulnerable adults who are not eligible for the State's Family Care Benefit to ensure their safety and well-being, protect them from exploitation and harm, and preserve their maximum level of personal independence.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**
General Government	$486,706	$486,706	$486,706	$486,706	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$90,864	$101,000	$101,000	$101,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$41,238	$12,420	$32,418	$12,420	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,845,475**	**$1,642,023**	**$1,642,023**	**$1,491,883**	**($150,140)**
Total Revenues	**$2,464,284**	**$2,242,149**	**$2,262,147**	**$2,092,009**	**($150,140)**
Personnel Costs	$898,430	$938,115	$918,390	$918,544	($19,571)
Operating Expenses	$1,305,915	$1,146,629	$1,217,052	$1,014,352	($132,277)
Interdept. Charges	$141,250	$157,405	$140,178	$159,113	$1,708
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,345,595**	**$2,242,149**	**$2,275,620**	**$2,092,009**	**($150,140)**
Rev. Over (Under) Exp.	$118,689	$0	($13,473)	$0	$0

Program Highlights

General Government revenues include Supportive Home Care and State Basic County Allocations funding which are unchanged from the 2015 budget.

Charges for Services for guardians are budgeted to remain at $101,000 for adults who are found to be legally incompetent and are a danger to themselves or others. The Waukesha County Department of Health and Human Services (HHS) is obligated to provide protection and services. Law Enforcement and Adult Protective Services (APS) utilize Waukesha Memorial Hospital as a placement site for emergency protective placements for both adults at risk and elder adults at risk. HHS pays for the episode and then bills the client to recapture the costs.

Other revenue includes social security reimbursements for clients served by this program where the County is the protective payee.

Net personnel costs are budgeted to decrease by $19,600 to $918,500, primarily due to staff vacancy and turnover.

Net operating expenditures are budgeted to decrease by about $132,300 to $1,014,400 mainly due to a decrease in payment of about $132,300 for Marsh Country Health Alliance for Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County. The decrease is based on Waukesha County's Assessment Rate decrease due to the Alliance "certified loss" related to the 2015 filed Clearview Medicaid nursing home cost report for the 24 Waukesha County residents who reside at the facility.

Interdepartmental charges are budgeted to increase about $1,700 mostly due to budgeted increase in Corporation Counsel legal fees budgeted at $99,800.

Activity

	2014 Act.	2015 Bud.	2015 Est.	2016 Bud.	Change
Average Caseload for eight Dispositional Workers	40	46	42	74	28
Number of Watts Court Ordered Assessment	312	375	375	375	0
Emergency Protective Placements	65	52	65	65	13
Chapter 51.67	33	35	35	100	65
Comprehensive Evals	74	70	75	75	5
At Risk Cases Reported in WITS*	237	90	250	250	160

*Wisconsin Incident Tracking System

ADRC - Community Services

Program Description

Community Services program includes contracted transportation services which provides elderly and adults with disabilities accessible specialized transportation services (Shared-Fare Taxi, Shuttle Services, and RideLine).

The Community Services (CS) program also provides information and assistance/case management, community support and ADRC administration. These programs encourage collaboration and coordination of resources, activities, and services. It is an entry point for accessing services and filing reports of elder abuse/neglect. Provides information, assistance and short term case management. Includes needs assessments, counseling, assistance regarding available resources and service options, and support that empower older adults, caregivers, and the community to make informed choices. Services include a wide range of short-term and long-term supportive home care, adult day center care, and intervention programs for older adults and their families. These programs provide supportive services and opportunities including adult day centers, chore services, contracted community services, emergency intervention, health cost sharing, homemaker services, personal care, respite and volunteer services, evidence based prevention programs and older adult education to foster safe independent community living.

Also, the CS program includes Aging and Disability Resource Center's Senior Dining and Home Delivered Meals program functions under the provisions of Title IIIC-1 and IIIC-2 Older Americans Act, as amended. The programs provide low cost nutritious meals meeting one third of the recommended dietary allowance to persons age 60 or older with emphasis placed on outreaching the targeted frail, isolated, homebound and disadvantaged older population. The nutrition program includes the home delivered meals and senior dining center meals. Older Americans Act programs are not means tested and mandates a donation based program; therefore a standard fee cannot be charged for a meal.

Home delivery provides meals and support to homebound people age 60 or older who have been assessed and meet eligibility requirements. Further assistance is provided to high-risk recipients through home visits, and supportive service intervention.

Senior Dining Center meals provide a nutritious meal with socialization, education, and health/wellness programs at community centers for people age 60 or older who are eligible under the Older Americans Act and Wisconsin Senior Dining.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.1: Provide Support to Individuals Impacted by a Death.
Minimize trauma and provide support to individuals impacted by a death, by coordinating with the Medical Examiner's Office and/or Waukesha County Health and Human Services to proactively outreach and offer assistance to affected individuals within an average of 5 days of referral.

Objective Owner: Veterans Affairs, Intake and Support Services, Aging and Disability Resource Center, Medical Examiners Office

Initiative/Action:
1. Share referral policies and forms with MEs Office.
2. Upon receipt of referral, ADRC Services Supervisor will assign ADRC Specialist to follow-up within 2 business days.
3. Meet bi-monthly to assess response and identify opportunities for quality improvement.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Response time following Notification of Death	5 business days	2 business days

ADRC – Community Services (cont.)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**16.45**	**15.79**	**15.79**	**18.45**	**2.66**
General Government	$2,125,237	$2,053,797	$2,115,095	$2,445,540	$391,743
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$475	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$412,423	$446,840	$412,497	$410,291	($36,549)
Appr. Fund Balance	$6,660	$8,200	$8,200	$7,655	($545)
County Tax Levy (Credit)	**$966,844**	**$914,765**	**$914,765**	**$992,101**	**$77,336**
Total Revenues	**$3,511,639**	**$3,423,602**	**$3,450,557**	**$3,855,587**	**$431,985**
Personnel Costs	$956,446	$924,611	$981,682	$1,248,574	$323,963
Operating Expenses	$2,284,654	$2,405,670	$2,389,848	$2,507,344	$101,674
Interdept. Charges	$93,625	$93,321	$90,987	$99,669	$6,348
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,334,724**	**$3,423,602**	**$3,462,517**	**$3,855,587**	**$431,985**
Rev. Over (Under) Exp.	$176,914	$0	($11,960)	$0	$0

Program Highlights

General Government revenues are budgeted to increase $391,700 primarily due to $335,600 reallocation of Other State revenue from ADRC Contract Fund to assist with reallocated ADRC administrative staff costs to Community Services. In addition, Older Americans Act grant funding increases about $46,000 (including increases of Home Delivered Meals, $21,400; Supportive Services, $14,200; Congregate Meals, $4,800; and Family Caregiver Support, $5,600). Also, the State of Wisconsin Specialized Transportation Grant increases $19,900 in the 2016 budget. These increases are offset by a $9,800 reduction in the Nutrition Services Incentive Program (NSIP).

Other revenue is budgeted to decrease about $36,500 primarily due to reduced client donations in the nutrition program of $25,200 to $294,000 and a $3,000 reduction in managed care organization purchased meals to $100,200. In addition, a $7,500 reduction is attributable to the sunset of the five year Active Aging Grant.

Net personnel cost increase of approximately $324,000 to $1,248,600 is primarily due to the reallocation of 2.66 FTE administrative staff from ADRC Contract Fund to the ADRC General fund - Community Services program to allow for allocation of indirect cost between programs. In addition, temporary extra-help for nutrition site managers increase $5,400 for continuation of existing service to $88,200.

Operating expenses are budgeted to increase about $101,700 primarily due to anticipated increase in nutrition program food costs; $70,300 to $851,300 to serve a combined nutrition program; 159,518 meals, an increase of about 400 meals from previous year's budget. Transportation services increase about $28,500 to $897,100 primarily due to a Rideline contract vendor rate increase and about 650 additional one-way trips. Community based bath service and telephone equipment are anticipated to increase $9,800 and $1,800, respectively. These increases are partially offset by decreases in database software annual license renewal cost of $7,000, and nutrition program related small equipment totaling $2,300.

Interdepartmental charges increase by about $6,300 mostly due to an increase in computer maintenance costs.

ADRC – Community Services (cont.)

ADRC-GENERAL FUND: PROGRAM UNITS

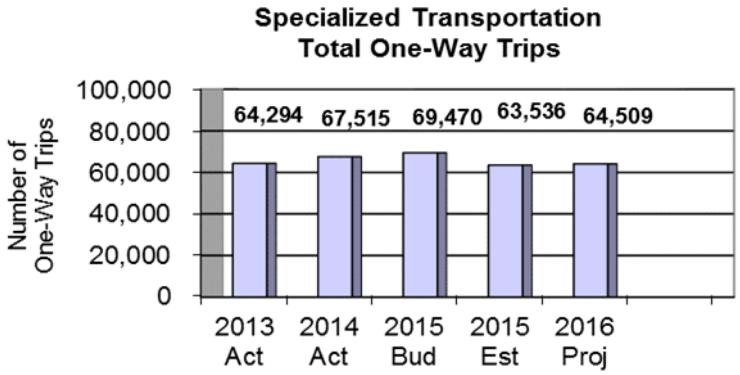
Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Adult Protective Services						
Staffing (FTE)	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**	
Revenues	$618,809	$600,126	$620,124	$600,126	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$1,845,475**	**$1,642,023**	**$1,642,023**	**$1,491,883**	**($150,140)**	**-9.1%**
Expenditures	$2,345,595	$2,242,149	$2,275,620	$2,092,009	($150,140)	-6.7%
Rev. Over (Under) Exp.	$118,689	$0	($13,473)	$0	-	N/A
Community Services						
Staffing (FTE)	**16.45**	**15.79**	**15.79**	**18.45**	**2.66**	16.8%
Revenues	$2,538,135	$2,500,637	$2,527,592	$2,855,831	$355,194	14.2%
Appr. Fund Balance	$6,660	$8,200	$8,200	$7,655	($545)	-6.6%
County Tax Levy	**$966,844**	**$914,765**	**$914,765**	**$992,101**	**$77,336**	**8.5%**
Expenditures	$3,334,724	$3,423,602	$3,462,517	$3,855,587	$431,985	12.6%
Rev. Over (Under) Exp.	$176,914	$0	($11,960)	$0	-	N/A
Total ADRC General						
Revenues	$3,156,943	$3,100,763	$3,147,716	$3,455,957	$355,194	11.5%
Appr. Fund Balance	$6,660	$8,200	$8,200	$7,655	($545)	-6.6%
County Tax Levy	$2,812,319	$2,556,788	$2,556,788	$2,483,984	**($72,804)**	**-2.8%**
Expenditures	$5,680,319	$5,665,751	$5,738,137	$5,947,596	$281,845	5.0%
Rev. Over (Under) Exp.	$295,603	$0	($25,433)	$0	-	N/A

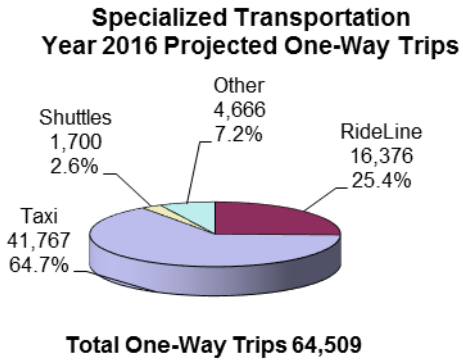
Position Summary (FTE)					
Regular Positions	24.64	23.98	23.98	26.64	2.66
Extra Help	2.81	2.81	2.81	2.81	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	27.45	26.79	26.79	29.45	2.66

ADRC – Community Services (cont.)

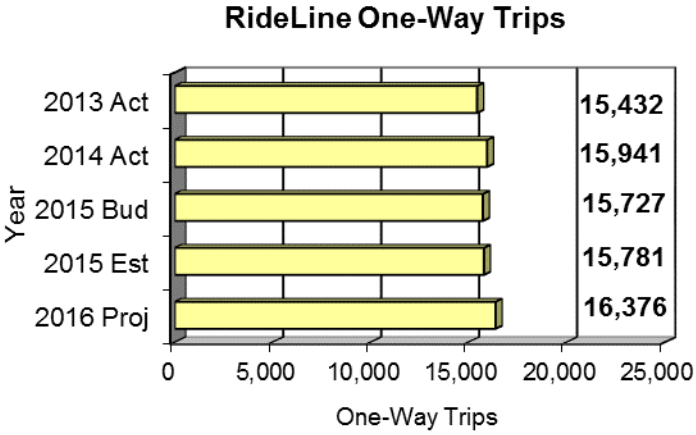
Program Activities

Net Average Cost Per One-Way Trip						
	2012 Act.	**2013 Act.**	**2014 Act**	**2015 Bud.**	**2015 Est.**	**2016 Bud.**
Shared-Fare Taxi	$5.51	$5.56	$5.70	$5.67	$5.92	$6.02
RideLine	$31.40	$32.64	$33.84	$35.37	$35.09	$36.64



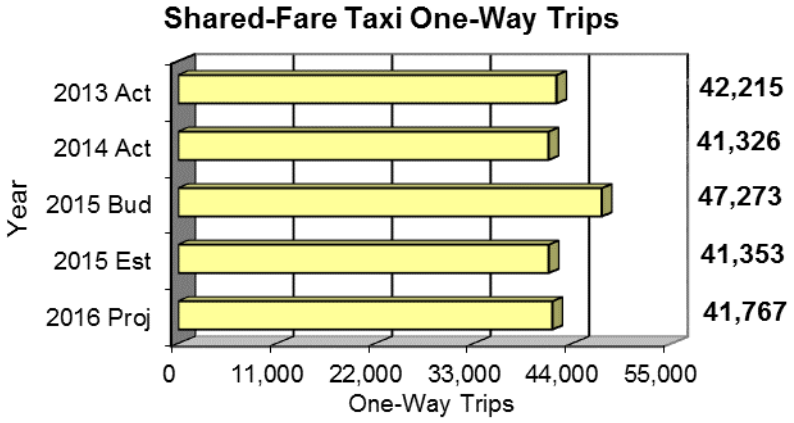


Overall, the 2016 Specialized Transportation Program budget includes a decrease of 4,961 one-way trips from the 2015 Budget, but a 1.5% increase of 973 one-way trips from the 2015 Estimate, for a total of 64,509.



The number of one-way RideLine trips is expected to increase from the 2015 Budget level, by 649 rides.

ADRC – Community Services (cont.)



Shared-fare taxi service is expected to decrease by 5,506 one-way trips from the 2015 Budget level, and increase by 414 one-way trips or 1.0% from the 2015 Estimate.

Program Activities

Clients Receiving Community Services				
2014 Act.	**2015 Bud.**	**2015 Est.**	**2016 Budget**	**Change from 2015 Budget**
1,312	1,235	1,350	1,350	115

Volunteer Activities					
	2014 Act	**2015 Bud.**	**2015 Est.**	**2016 Bud.**	**Change from 2015 Budget**
Number of Volunteers	805	800	800	800	0
Valuation	$773,329	$715,772	$715,772	$717,107	$1,335
Number of Hours	34,772	32,184	32,184	32,244	60

The hourly valuation for all Waukesha County volunteers was established at $22.24 per hour as determined by The Independent Sector.

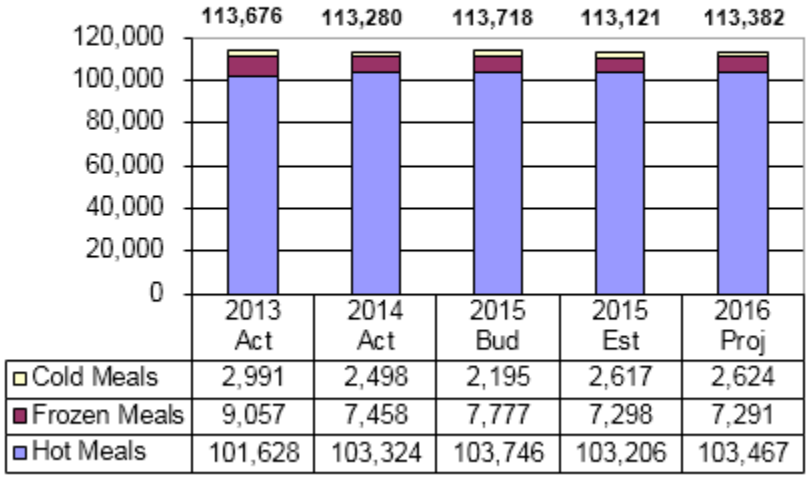
Home Delivered Meal (HDM) Participant Responses to Survey Questions				
	2014 Act.	**2015 Act.**	**2015 Bud.**	**2016 Bud.**
HDMs help to live independently in home (98 responses)	89%	85.7%	89%	85%
Feel HDMs have improved quality of life (90 responses)	91.7%	93.3%	90%	90%
Half or more daily food intake provided by meal (98 responses)	66.3%	67.3%	65%	65%

ADRC – Community Services (cont.)

Home Delivered Meal Cost Summary					
	2013 Act.	**2014 Act.**	**2015 Bud.**	**2015 Est.**	**2016 Bud.**
Gross Cost Per Meal	$8.26	$7.95	$8.07	$8.25	$8.30
Average Client Donation Per Meal	$2.19	$2.05	$2.17	$1.98	$1.98
Net cost Per Meal	$6.07	$5.90	$5.90	$6.27	$6.32

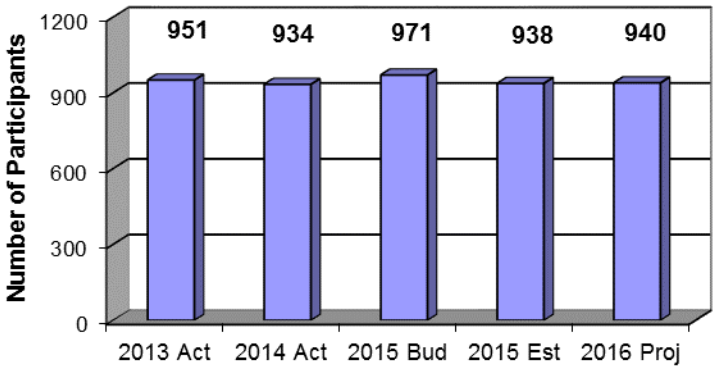
Cost per meal summary for Senior Dining and Home Delivered meals are not comparable due to program offerings.

Total Home Delivered Meals Served



Projected number of home delivered meals for 2016 anticipates a decrease of 336 meals from the 2015 budgeted number of meals to be served. This projected decrease in number of meals is based on actual experience for the first half of 2015.

Number of Registered Home Delivered Meal Program Participants



Based on actual experience in 2014 and during the first half of 2015, the number of projected home delivered meal recipients in 2016 is expected to be at 940. This is a decrease of 31 from the 2015 budgeted level.

ADRC – Community Services (cont.)

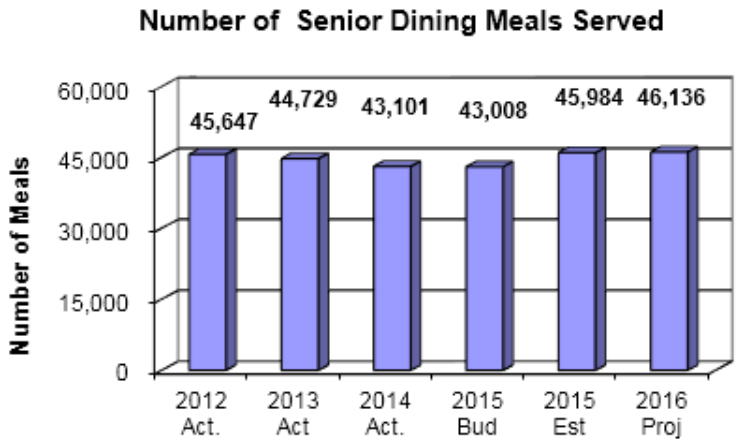
Program Activities

Senior Dining Center Meal Cost Summary					
	2013 Act.	**2014 Act.**	**2015 Bud.**	**2015 Est.**	**2016 Bud.**
Gross Cost Per Meal	$10.37	$10.38	$11.21	$11.26	$11.05
Average Donation Per Meal	$2.23	$2.08	$2.25	$2.00	$2.00
Net Cost Per Meal	$8.14	$8.30	$8.96	$9.26	$9.05

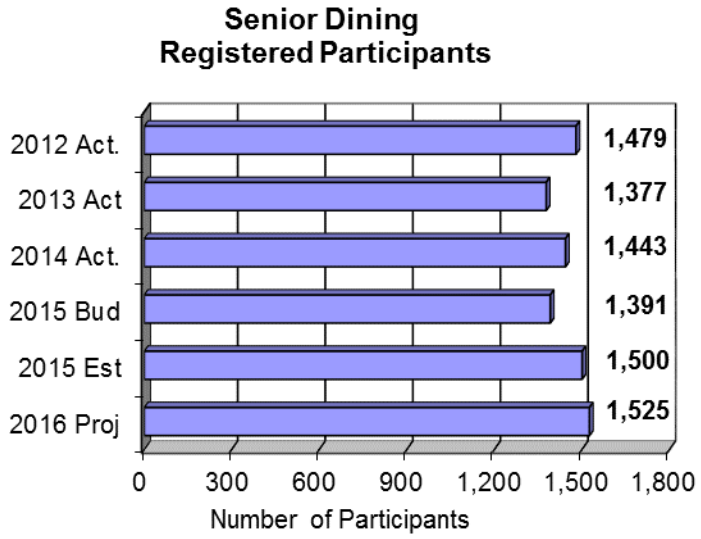
Cost per meal summary for Home Delivered meals and Senior Dining are not comparable due to required program offerings including nutrition education and activities.

Percent of Senior Dining Participants Responding to Survey					
	2014 Act.	**2015 Act.**	**2015 Bud.**	**2015 Est.**	**2016 Bud.**
Half or more daily food intake provided by meal (195 responses)	70.7%	64.1%	70.%	70%	60%
Improved quality of life (189 responses)	87.6%	86.8%	85.%	85%	85%

¶



The 2016 Senior Dining Program is expected to increase by 3,128 meals from 2015 budget, and increase 152 meals from 2015 estimate.



Based on actual experience during 2014 and during the first half of 2015, the number of Senior Dining participants is projected at 1,525 in 2016. This is a 134 participant increase from the 2015 budgeted number of participants.

Statement of Fund Purpose

The Aging and Disability Resource Center (ADRC) Contract Fund is a Special Revenue Fund operation providing the public with information related to aging or living with a disability. Programs provide specialized counseling, support, and options to older adults and adults with disabilities in areas related to elder and disability rights, income maintenance, housing, surrogate decision making, consumer/financial issues, legal and benefit problems, health care financing, and reverse mortgages. Core services include: information, referral, assistance, long-term care financial and functional eligibility, long-term care options, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals for older adults, individuals with disabilities age 18 and above, and their families. The ADRC honors choice, supports dignity, and maximizes independence.

Strategic Outcome: A county that assists at-risk citizens

Objective 5.3: Train Businesses on Strategies to Improve Customer Service for Individuals with Dementia
In order to address the need for services for individuals and families impacted by dementia, the ADRC will launch a "Dementia Friendly Community" initiative to train businesses and their employees on strategies to improve customer experience for individuals with dementia.

Objective Owner: Aging and Disability Resource Center

Initiative/Action:

1. Engage community and statewide partners to assist with initiative expansion throughout Waukesha County.
2. Create business toolkit based on dementia care best practices.
3. Develop community relations plan to identify and connect with businesses to participate in program.
4. Train business owners and employees on becoming dementia friendly based on best practice curriculum identified by the state.
5. Market to the community "Dementia Friendly Businesses" through universal emblem, ADRC newsletter, traditional media and other mediums to be identified.
6. Develop plan to collaborate with Public Health on this initiative.
7. Review annual follow-up survey to business.

Performance Measure:

Measure	2015 Estimate	2016 Goal
Businesses trained and participating	5	10

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$3,006,497	$3,485,185	$3,372,518	$3,166,363	($318,822)	-9.1%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,006,497**	**$3,485,185**	**$3,372,518**	**$3,166,363**	**($318,822)**	**-9.1%**
Expenditures						
Personnel Costs	$2,064,593	$2,160,127	$2,204,997	$1,849,899	($310,228)	-14.4%
Operating Expenses	$571,713	$936,870	$777,507	$924,049	($12,821)	-1.4%
Interdept. Charges	$370,190	$388,188	$390,014	$392,415	$4,227	1.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,006,496**	**$3,485,185**	**$3,372,518**	**$3,166,363**	**($318,822)**	**-9.1%**
Rev. Over (Under) Exp.	$1	$0	$0	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	24.40	25.06	25.06	22.40	(2.66)	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	24.40	25.06	25.06	22.40	(2.66)	

Program Highlights

General Government revenue for the ADRC Contract fund is budgeted to decrease $318,800 to $3,166,400 primarily due to the transfer of 2.66 FTE administrative staff to ADRC Fund 150 Community Services.

Personnel costs are budgeted to decrease $310,200 for 22.40 FTE. This decrease is due to reallocation of 2.66 FTE administration related staff to ADRC's General Fund Community Services Program. Due to this reallocation of staff, retirement and social security budgeted amounts decrease $23,500 and $21,400, respectively. Also, due to staff retirements, there were several positions filled at lower levels resulting in reduced salary costs.

Operating expenses decrease $12,800 due to reduced data processing costs for state required database software. For 2016 only, State of Wisconsin is paying approximately $23,000 annual license renewal cost. Next year this cost is anticipated to return to local budgets. This cost reduction is partially offset by increases in contracted services of $3,100; interpreter services of $2,900; mileage reimbursement of $1,400; telecommunication equipment of $960; travel costs of $950; and printing costs of $260.

Interdepartmental charges increase $4,200 as a result of higher end-user technology charges for computer maintenance and replacement of $2,800, increased insurance costs of $900; and increased cell phone charges of $600.

Activity

The ADRC provides customers a variety of services to help them make appropriate choices to meet their long-term care needs. Activities include information and referral, long-term care options counseling, conducting financial and functional eligibility screens, and elder and disability benefit counseling contacts.

	2014 Act	2015 Bud	2015 Est.	2016 Proj.
Information & Assistance Contacts	19,664	19,000	20,000	20,000
Long-Term Care Options Counseling Contacts	7,940	8,000	8,000	8,000
Functional Screen Contacts	654	675	660	660
Elder Benefits Counseling Contacts (a) (c)	2,422	3,000	2,800	2,800
Disability Benefits Counseling Cases (b) (c)	451	New measure	490	500

(a) For ages 60 and over. Includes client contacts only.
(b) For ages 18 to 59. Includes client and third party contacts.
(c) The Elder Benefit specialist helped County residents to receive $2,520,820 in benefits and the Disability Benefit Specialist helped County residents receive $1,384,028 in benefits.

Outreach and Marketing Activities					
	2014 Act	2015 Bud.	2015 Est.	2016 Bud.	Change from 2016 Budget
Annual Newsletter Distribution (a)	18,000	24,000	24,000	24,000	0
ADRC Resource Guide	10,000	8,000	10,000	10,000	2,000
Presentation/Display Audience	1,850	2,500	2,500	2,500	0

(a) Monthly ADRC newsletter published beginning in April, 2014.

THIS PAGE LEFT BLANK

Return to Table of Contents

Parks, Environment, Education, & Land Use

Return to Table of Contents

TABLE OF CONTENTS
PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Parks, Environment, Education and Land Use Functional Area Summary…… 221

Register of Deeds
Fund: General 229

University of Wisconsin Extension
Fund: General 237

Federated Library System ALL FUNDS..... 247
Fund: Federated Library - County 251
Fund: Federated Library - State Aids, Federal & Misc. 254
Fund: CAFÉ Shared Automation 258

Parks and Land Use ALL FUNDS 259
Fund: General 262
Parks Programs 266
Three Year Maintenance and Projects Plan…… 269
Grounds Maintenance..... 270
Retzer Nature Center..... 271
Exposition Center..... 272
Planning & Zoning, Enforcement 273
Environmental Health..... 275
Licensing..... 277
Septic/ Well/ Lab Programs..... 279
Humane Animal..... 280
Hazardous Material..... 282
Land & Water Conservation..... 283
Hazardous Waste and County Facilities Recycling..... 285
Administrative Services..... 286

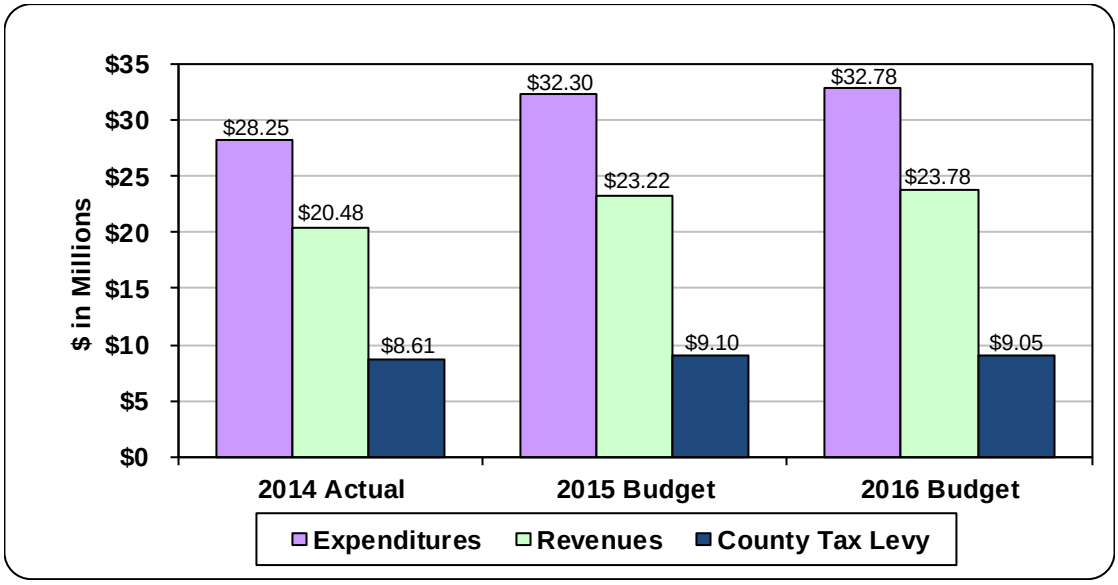
Fund: Community Development..... 288
Fund: Land Information System..... 294
Fund: Walter J. Tarmann - Park & Open Space Land Acquisition 396
Fund: Golf Courses 398
Fund: Ice Arenas 305
Fund: Materials Recycling 309

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the state statutory responsibility of an elected official, handles legal documents pertaining to Real Estate and Vital Statistics. The **University of Wisconsin-Extension Office** offers educational programs in a variety of areas including agriculture, horticulture, family living, economic and youth development. The **Federated Library System**, which levies a special County Library Tax assessed to non-library communities for their use of member libraries, and is partially supported through state and federal grants, coordinates activities for 16 Waukesha County member libraries, as well as 8 Jefferson County libraries beginning in 2016. The **Parks and Land Use Department** develops and operates open space and recreational facilities (parks, golf courses, ice arenas, exposition center and nature center); preserves, protects and enhances the County's natural resources including land and water conservation programs (and manages the Contracted Materials Recycling Facilities, Recycling education and promotion and Solid Waste and household hazardous materials programs) and environmental health of its citizens through education, public cooperation, regulation and inspections; and administers the County land use planning and zoning functions. The Community Development Fund includes Community Development Block Grant (CDBG) and HOME programs which promotes the development of viable urban communities through the expansion of housing, creation of jobs and community services for low and moderate-income households.

Not included in this functional area are Parks, Environment, Education and Land Use - related capital projects (see Capital Projects Section) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in Public Works Functional Area and End User Technology Fund in the General Administration Functional Area).



The 2016 Expenditure Budget for this functional area totals approximately $32,775,600, after excluding proprietary fund capitalized fixed asset item purchases, an increase of nearly $479,700 or 1.5% from the 2015 Adopted Budget. Revenues in the 2016 Budget total about $23,776,800, after including $2,601,200 of various Fund Balance appropriations, which is an increase of $552,700 or 2.4% from the 2015 base budget of $23,224,100. The Tax Levy necessary to fund this functional area totals $9,053,600, a decrease of $50,200 or 0.6% from the 2015 Budget. This functional area uses about 9% of the total County tax levy.

Return to Table of Contents

** PARKS, ENVIRONMENT, EDUCATION AND LAND USE **

Functional Area Summary by Agency

	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	%
*** TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE***						
Revenues (a)(b)	$20,476,292	$23,224,139	$23,409,446	$23,776,910	$552,771	2.4%
County Tax Levy	$8,608,400	$9,103,832	$9,103,832	$9,053,591	($50,241)	-0.6%
Expenditure (a)	$28,253,517	$32,295,829	$30,867,457	$32,775,589	$479,760	1.5%
Rev. Over (Under) Exp. (e)	$450,064	$40,000	$1,341,825	$61,080	$21,080	52.7%
Oper Income/(Loss) (d)	$381,111	($7,858)	$303,996	($6,168)	$1,690	N/A
BREAKDOWN BY AGENCY						
REGISTER OF DEEDS						
Revenues	$2,896,217	$3,395,533	$3,396,050	$3,327,110	($68,423)	-2.0%
County Tax Levy (d)	($1,981,301)	($1,956,301)	($1,956,301)	($1,989,301)	($33,000)	N/A
Expenditure	$1,288,778	$1,439,232	$1,383,781	$1,337,809	($101,423)	-7.0%
Rev. Over (Under) Exp.(d)	($373,862)	$0	$55,968	$0	$0	N/A
UW EXTENSION						
Revenues (a)(b)	$259,727	$208,715	$254,463	$230,166	$21,451	10.3%
County Tax Levy	$348,063	$349,763	$349,763	$349,763	$0	0.0%
Expenditure (a)	$567,157	$558,478	$541,123	$579,929	$21,451	3.8%
Rev. Over (Under) Exp.	$40,633	$0	$63,103	$0	$0	N/A
LIBRARY						
Revenues (a)(b)	$1,761,518	$1,713,264	$1,846,047	$2,066,401	$353,137	20.6%
County Tax Levy	$2,965,628	$3,424,360	$3,424,360	$3,464,119	$39,759	1.2%
Expenditure (a)	$4,560,987	$5,097,624	$5,128,963	$5,469,440	$371,816	7.3%
Rev. Over (Under) Exp. (e)	$166,159	$40,000	$141,444	$61,080	$21,080	52.7%
PARKS AND LAND USE						
Revenues (a)(b)	$15,558,830	$17,906,627	$17,912,886	$18,153,233	$246,606	1.4%
County Tax Levy	$7,276,010	$7,286,010	$7,286,010	$7,229,010	($57,000)	-0.8%
Expenditure (a)	$21,836,595	$25,200,495	$23,813,590	$25,388,411	$187,916	0.7%
Rev. Over (Under) Exp.	$617,134	$0	$1,081,310	$0	$0	N/A
Oper Income/(Loss) (c)	$381,111	($7,858)	$303,996	($6,168)	$1,690	N/A

- The **Federated Library System State Aids Fund** budget will undergo a significant year of transition in 2016, with the creation of a two-county library system with Jefferson County. State Aid revenues increase $258,108 as a result of the addition, and will be used to cover increased costs related to courier delivery services as well as the addition of a 1.00 FTE Librarian responsible for the central cataloging of library books and materials. In addition, as a result of increased efficiencies and greater use of technology, the department is reducing a full-time Administrative Specialist to a part-time (0.50 FTE) position.

- The **Federated Library System County Library Tax Levy** (applies to Waukesha County non-library residents only) increases by about $39,800 or 1.2% to $3,464,119 in 2016. The increase in library tax levy is primarily due to an increase of $37,500 related to the calculation established in County Code 11-4, which compensates Waukesha County member libraries based on usage by non-library communities. The special library tax levy is distinct from, and has no impact on the County General Tax Levy, and is unchanged as a result of the creation of the two-county library system with Jefferson County.

- **Parks and Land Use – Material Recovery Facility (MRF) Fund** budget will undergo another year of transition in 2016, as it reflects a full year of operations to process single-stream recyclable materials in the newly remodeled joint-facility located in the City of Milwaukee's Menomonee Valley.

  - Expenditures are budgeted to increase $171K to $4.5 million, largely due to an increase of $110,500 in depreciation due to 2016 being the first full year of depreciation on the county's share of equipment at the facility, as well as a $77,500 increase in repair and maintenance costs related to scheduled maintenance and repair of items at the joint facility.

  - Community dividend payments are budgeted to increase approximately $43K to $1.84 million, largely due to the potential addition of three new municipalities that may join the Waukesha County Recycling Program. The potential new additions would bring designated state recycling grant revenues (as well as increased recycling tonnage), that mitigate the overall reduction in recycling grants as a result of the 2015-2017 WI State Budget, but also account for a large portion of the $242,500 MRF fund balance increase to cover disbursements to municipalities participating in the County's recycling program.

- **Register of Deeds** (ROD) budget includes a Tax Levy Credit from revenues which exceed expenditures. This levy credit increases $33,000 to $1.99 million and is used to offset Tax Levy funding required for other County general fund operations.

  - Revenues decrease $43,400, mainly due to reductions in Document Recording Fees of $130,000 primarily related to a reduction in home mortgage refinancing activity. This is partially offset by increases in Real Estate Transfer fees of nearly $60,000 driven by an increase in home sales.

  - Personnel costs decrease $80,100 mostly related to the unfunding of 1.00 FTE Administrative Assistant as a result of departmental efficiencies and the cross-training of staff to handle multiple program areas.

- **Parks and Land Use General Fund** intergovernmental grant funded revenues increase $150,200 mainly due to one-time Community Development Block Grant (CDBG) funded handicap accessible projects of $134,500 at various county facilities and UW-Waukesha. Other revenues in the Parks department increase nearly $106K, largely due to an increase of $58,400 to about $2.08 million related to various Parks revenues including annual stickers and reservation fees as well as Subdivision and storm water permit fees of $16,500 related to an increase in real estate development activity. In addition, fines and licenses from the inspection of restaurant and retail food establishments increase $44,000 in an effort to better manage programmatic costs in this area, and Septic System Permits increase $15,000 reflecting an increase in real estate market activity and development in areas that have private sewer systems.

- Also, **Parks and Land Use General Fund** 3 Year Maintenance and Projects are budgeted to increase $160,900 to $493,000 and includes: $70,000 for a fertilizer storage facility at Menomonee Park, $65,000 to construct Americans with Disability Act (ADA) compliant walkways, ramps and parking lot improvements at UW-Waukesha, $59,500 to build an accessible fishing pier at Fox Brook Park, $57,000 for fire hydrant, irrigation system and meter pit repairs and improvements, $45,000 to demolish the Berg Property and Mukwonago Park, and $30,000 to install a stormwater pond at Fox Brook Park, in addition to several smaller projects.

- **Parks and Land Use General Fund** Personnel budget increases $73,500 or less than 1% and includes a 0.75 regular FTE reduction related to the unfunding of a vacant 1.00 FTE Administrative Assistant offset with the refunding of a 0.50 FTE Senior Land Use Specialist to more appropriately address programmatic needs. In addition, to better manage costs without making significant impacts to program coverage and oversight, the budget reclassifies a 1.00 FTE Groundwater Program Coordinator to a 1.00 FTE Lead Environmental Health Sanitarian, reclassifies a 1.00 FTE Senior Land Use Specialist to a 1.00 FTE Land Use Specialist, and unfunds a 0.25 FTE Park Maintenance Worker.

- **Parks and Land Use - Golf Course Fund** estimates a cash flow of about $219,200 (revenues – expenditures: excluding depreciation expense). Revenues increase $118,100 or 3.8% mainly as a result of fee increases reflecting the market review in the National Golf Foundation 2015 study. Personnel Costs decrease about $58,400 or 4.3% in an effort to reduce annual operating losses and impact on the golf course fund, and reflect the unfunding of 1.00 FTE Golf Supervisor position and 0.75 FTE Park Maintenance Worker at Moor Downs Golf Course, partially offset by an increase of 2.03 FTE temporary extra help and the cost to continue remaining staff.

- **Parks and Land Use - Ice Arena Fund** estimates a cash flow of about $41,900. Budgeted projects of $71,500 include: $50,000 to fund a Chiller inspection project and $15,000 for locker room improvements at Eble Ice Arena, and $6,500 to fund a compressor overhaul project at Naga-Waukee Ice Arena.

- **Parks and Land Use – Community Development Fund** utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds in a collaborative, coordinated manner to meet identified community needs. Revenues from the Department of Housing and Urban Development (HUD) are budgeted to decrease from 2015 budgeted levels for both the Community Development Block Grant (CDBG) program by about $3,800 to $1,330,200 and the HOME program by nearly $114,000 to $990,800. In addition, Revolving Loan and Program Income funding for CDBG programming is maintained at 2015 budget levels of $460,000.

- **Parks and Land Use Land Information Systems (LIS) Fund** charges for services revenue decreases $69,600 to $650,400 to reflect a decrease in document recording fee revenues mainly as a result of home mortgage refinancing activity. This is mainly offset by an increased budgeted allocation of Landfill Siting Fee revenue of nearly $101,200. Expenditures decrease nearly $13,700 largely as a result of moving land records information off county hosted servers and onto contracted, Cloud-based hosted servers.

- **Parks and Land Use Tarmann Land Acquisition Fund** expenditure appropriations are at the same $1 million amount as the 2015 Budget. This includes budgeted appropriations of $875,000 for direct land purchases, $100,000 for grants to conservancy organizations to assist with land purchases and $25,000 for operating expenditures related to land acquisition transaction costs (e.g., surveying and appraising). These expenditures are funded with various funding sources without using direct tax levy funding. Revenue appropriations (including fund balance) are unchanged from the 2015 Budget.

- **University of Wisconsin – Extension** budgeted revenues (excluding tax levy) increase by about $21,500. This is largely as a result of decreases in grant revenues of $40,600 being more than offset with fee revenue of $51,300 related to the department working with several municipalities as well as the Department of Health and Human Services to lead and develop several workshops geared at improving their strategic planning capabilities.

BUDGETED POSITIONS 2014-2016
SUMMARY BY AGENCY AND FUND

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2014 Year End	2015 Adopted Budget	2015 Modified Budget	2016 Budget	15-16 Change
REGISTER OF DEEDS	General	18.60	18.60	18.60	17.60	(1.00)
UW-EXTENSION*	General	3.00	3.00	3.00	3.00	0.00
FED. LIBRARY	State Aids Fund	6.00	5.25	5.25	5.75	0.50
	CAFÉ Shared Automation Fund	1.00	0.75	0.75	0.75	0.00
	Subtotal Federated Library	7.00	6.00	6.00	6.50	0.50
PARKS & LAND USE	General	79.89	78.89	78.89	78.14	(0.75)
	Community Development	2.85	2.85	2.85	2.85	0.00
	Golf Courses	8.80	8.80	8.80	7.05	(1.75)
	Ice Arenas	4.91	4.91	4.91	4.91	0.00
	Materials Recycling Fund	4.15	4.15	4.15	4.15	0.00
	Land Information Systems	4.00	4.00	4.00	4.00	0.00
	Subtotal Parks & Land Use	104.60	103.60	103.60	101.10	(2.50)
TOTAL REGULAR POSITIONS		133.20	131.20	131.20	128.20	(3.00)
TOTAL EXTRA HELP		75.93	70.50	70.50	71.86	1.36
TOTAL OVERTIME		2.63	2.33	2.33	2.27	(0.06)
TOTAL BUDGETED POSITIONS		211.76	204.04	204.04	202.33	(1.70)

* UW-Extension position total includes County employees only. Total does not reflect state or other grant funded positions.

2016 BUDGET ACTIONS:

Register of Deeds
Unfund: 1.00 FTE Administrative Assistant
Increase: 0.01 FTE Overtime

Federated Library
Create: 1.00 Librarian
Unfund: 0.50 FTE Administrative Specialist

Parks - General
Increase: 0.50 FTE Senior Land Use Specialist
Unfund: 1.00 FTE Administrative Assistant
Unfund: 0.25 FTE Parks Maintenance Worker
Reduce: 0.72 Temporary Extra Help
Reduce: 0.05 Overtime

Parks - CDBG
Reduce: 0.02 FTE Overtime

Parks - Golf
Unfund: 1.0 FTE MoorDowns Clubhouse Supervisor
Unfund: 0.75 Parks Maintenance Worker
Increase: 2.03 Extra Help

Parks - MRF
Increase: 0.05 FTE Temporary Extra Help

2015 CURRENT YEAR ACTIONS
None

Return to Table of Contents

THIS PAGE LEFT BLANK

Return to Table of Contents

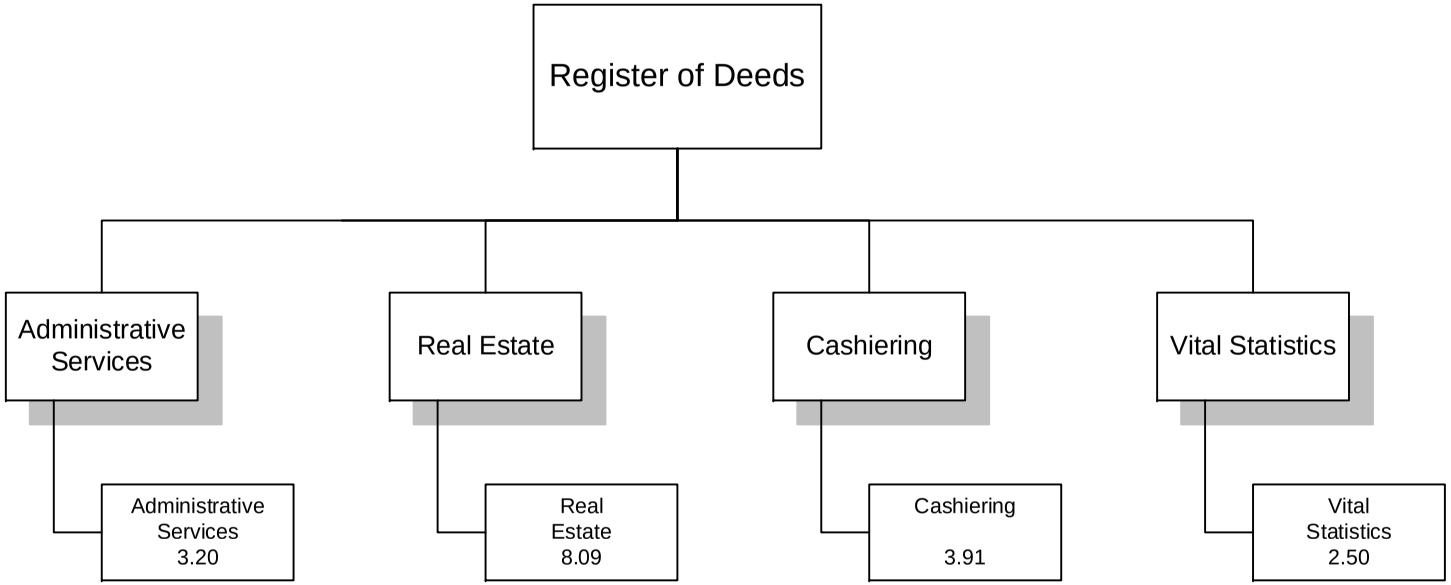
Register of Deeds

Return to Table of Contents

Return to Table of Contents

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



17.70 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Register of Deeds

Statement of Purpose

The purpose of the Register of Deeds office is to provide to the citizens of Waukesha County:

1. A depository for safekeeping and public inspection of all legal documents pertaining to Real Estate and Vital Statistics.
2. Analysis and creation of accurate ownership and descriptions of parcels in Waukesha County to aid assessors in local municipalities.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,896,197	$3,095,533	$3,096,050	$3,052,110	($43,423)	-1.4%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$20	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$0	$300,000	$300,000	$275,000	($25,000)	-8.3%
County Tax Levy (Credit) (a)	**($1,981,301)**	**($1,956,301)**	**($1,956,301)**	**($1,989,301)**	**($33,000)**	**N/A**
Total Revenue Sources	**$914,916**	**$1,439,232**	**$1,439,749**	**$1,337,809**	**($101,423)**	**-7.0%**
Expenditures						
Personnel Costs	$1,023,471	$1,136,101	$1,105,431	$1,055,994	($80,107)	-7.1%
Operating Expenses (c)	$66,549	$70,340	$76,574	$75,015	$4,675	6.6%
Interdept. Charges	$198,758	$227,591	$201,776	$206,800	($20,791)	-9.1%
Fixed Assets	$0	$5,200	$0	$0	($5,200)	-100.0%
Total Expenditures	**$1,288,778**	**$1,439,232**	**$1,383,781**	**$1,337,809**	**($101,423)**	**-7.0%**
Rev. Over (Under) Exp.	($373,862)	$0	$55,968	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	18.60	18.60	18.60	17.60	(1.00)	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.03	0.09	0.09	0.10	0.01	
Total FTEs	18.63	18.69	18.69	17.70	(0.99)	

(a) The Tax Levy credit amount is from revenues in excess of expenditures, which is used to reduce Tax Levy funding for other general government operations.

(b) In 2015, general Fund Balance of $300,000 was budgeted to offset the loss of one-time budgeted redaction revenue in 2014. In 2016, as part of a planned phase down, $250,000 of general Fund Balance is budgeted. An additional $25,000 of Electronic Record Redaction Capital Project #201117 fund balance is budgeted in 2016 to fund staff costs related to their work on the project.

(c) The 2015 operating expenses are estimated to exceed the 2015 budget related to higher data processing costs related to a server migration. A funds transfer will be requested during the year if the expenditures materialize.

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Estimated Operating Impact	A=Annual T= One-Time
200414	Countywide Cashiering (a)(c)	2017	$970,000	95%	35,000	A
201117	ROD Electronic Record Redaction (b)	2016	$1,350,000	80%	$0	A

Refer to Capital Project section of the budget book for additional detail.

(a) Project is coordinated by Department of Administration business office. Estimated operating costs reflect annual county-wide costs being built into the End User Technology Fund budget.

(b) Project sponsored by Register of Deeds with project implementation beginning in 2011 and expected 97% completion in 2016. This project is self-funded by a fee of $5 per document recorded. No operating budget impact is anticipated in 2016. As of January 2015, revenue from the redaction fee is now passed on to the state. Principal backfile scanning and redaction is expected to be completed in March of 2016. The ROD office will continue to use auto redaction software to examine and redact Social Security Numbers in newly recorded documents.

(c) At the close of 2013, integration with all available lines of business applications has been achieved. The projects scope is modified in the 2015 budget, 95% completion reflects the ongoing business process review that will be used to document and establish requirements for future cashiering projects and system replacement.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: An economically vibrant county

1 Objective: Promote Real Estate and other local business by minimizing risk and turn around time involved in property transactions processed by the Register of Deeds (ROD). (Real Estate and Cashiering)

Key Outcome Indicator: The Real Estate Division strives to minimize the time between submission of a document and its availability for public inspection and distribution to affected parties. The Department's benchmark for making documents available to the public is 6 business days, and the benchmark for distributing documents is 30 calendar days.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
# of days when a document is recorded after the benchmark of 6 business days	52	10	40	25
# of days when a document is mailed out after the benchmark of 30 calendar days	11	5	3	3

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

2 Objective: Provide desired services to clients efficiently. (Administrative Services)

Key Outcome Indicator: Increase in use of online services has, as predicted, resulted in a reduction of walk-in counter requests. This shift appears to have leveled off over the past year. Some of the reduction in walk-in requests is probably due to a decrease in activity in the real estate market over the past several years.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total transactions via Internet	1,752*	5,000	2,062	3,500
Walk-in help requests	4,600	4,400	3,818	3,750
Phone-in help requests	5,452	4,500	4,219	4,000

*2014 internet transactions were hampered by a month long suspension of services while we switched to new software and a new credit card provider. Completion of the backfile redaction project in 2016, which will extend our online digital record start date from 1994 back to 1915, is anticipated to increase internet document sales.

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

3 Objective: Provide constituents with an irrefutable, reasonably accessible record of births, marriages and deaths within Waukesha County. The majority of interaction with constituents taking place in the Register of Deeds Office occurs at the Vital Records counter. (Vital Statistics)

Key Outcome Indicator: Percent of positive responses to customer survey. Positive feedback regarding interaction with employees and use of the self-service Vital Records station is an indication of quality and facility of service. The Department began surveying walk-in customers in the Vital Records area in mid-2006.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
% Positive responses to survey	98%	99%	99%	99%

*In light of consistently positive responses in our vital records area, we have relocated the comment box to our Real Estate counter.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Administrative Services is responsible for coordinating and providing efficient administrative support to the department, including management of the office, working on business continuity, strategic planning, accounting, and annual budget preparation. Fees are collected for the transfer of real estate based on the value of the property, with certain statutory exceptions. The County's portion of the fee (20%) is allocated to this program and the balance is sent to the State on a monthly basis.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**3.20**	**3.20**	**3.20**	**3.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,699,194	$1,402,533	$1,615,350	$1,479,533	$77,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($917,072)**	**($1,073,411)**	**($1,073,411)**	**($1,146,490)**	**($73,079)**
Total Revenues	**$782,142**	**$329,122**	**$541,939**	**$333,043**	**$3,921**
Personnel Costs	$271,400	$291,442	$288,645	$295,949	$4,507
Operating Expenses	$13,974	$19,170	$19,020	$18,420	($750)
Interdept. Charges	$19,321	$18,510	$18,515	$18,674	$164
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$304,695**	**$329,122**	**$326,180**	**$333,043**	**$3,921**
Rev. Over (Under) Exp.	$477,447	$0	$215,759	$0	$0

(a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.

Program Highlights

Administrative program revenue is budgeted to increase by $77,000 to $1,479,500 mainly due to increases in Real Estate transfer fees and Service fees, based on the last 3 years of revenue derived from home sales and recording of stipulations. Under current state statute, the Register of Deeds office collects $0.30 per $100 of the consideration amount from any real estate property sale not exempted. Of this revenue, the County retains 20% and the state is allocated 80%. Factors impacting this revenue are the number of properties sold, the percentage of those properties that are exempt from transfer fees, and the sale price of the properties. Sales of large commercial properties can cause unpredictable spikes in revenue.

Personnel costs increase by $4,500 reflecting the cost to continue for 3.20 FTEs. Operating expenditures decrease by $750, due to a decrease in Managed print services of $2,300, offset by increases in office supplies and computer repair/maintenance totaling $1,600. Interdepartmental charges are budgeted to increase $200 primarily due to increases of copier repair and replacement charges of nearly $200.

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Real estate is responsible for the indexing of all deeds, mortgages, plats, instruments and certified survey maps, writings and filing of certain other documents. Real estate is also responsible for preparing and delivering, upon receipt of the proper fee, certified copies of any record, file, map, or plat in the office. Real estate also staffs the real estate desk and phone lines to assist the public with inquiries about any real estate filings maintained in our office.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**8.03**	**8.09**	**8.09**	**8.09**	**(0.00)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$992,240	$1,483,000	$1,270,700	$1,362,577	($120,423)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (b)	$0	$300,000	$300,000	$275,000	($25,000)
County Tax Levy (Credit)(a)	**($1,341,372)**	**($1,174,887)**	**($1,174,887)**	**($1,083,932)**	**$90,955**
Total Revenues	**($349,132)**	**$608,113**	**$395,813**	**$553,645**	**($54,468)**
Personnel Costs	$365,722	$405,226	$383,149	$371,536	($33,690)
Operating Expenses	$45,929	$41,550	$48,035	$47,050	$5,500
Interdept. Charges	$126,724	$156,137	$131,697	$135,059	($21,078)
Fixed Assets	$0	$5,200	$0	$0	($5,200)
Total Expenditures	**$538,375**	**$608,113**	**$562,881**	**$553,645**	**($54,468)**
Rev. Over (Under) Exp.	($887,507)	$0	($167,068)	$0	$0

(a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.

(b) Fund balance was added in the 2015 budget to offset the loss of redaction fee revenue.

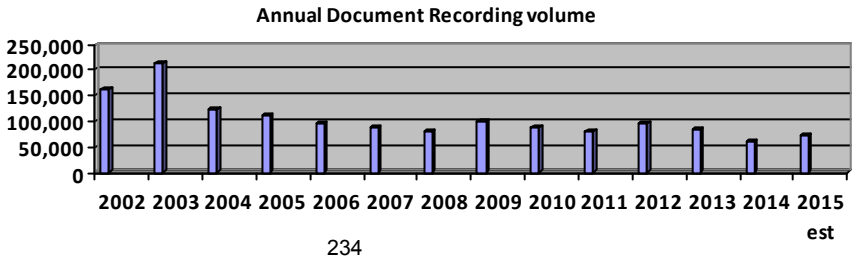
Program Highlights

Charges for services decrease by about $120,400 to $1,362,600, reflecting a budgeted decrease in document recordings based on 2014 and 2015 estimated document recordings of $130,000 and removal of $25,000 of fund balance, offset by an increase in copy and duplicating revenue of $9,600.

State and County Recording Fees	2013	2014	2015
State of Wisconsin	$2	$2	$7
County Land Info. Syst. Office	$8	$8	$8
ROD Retains	**$15**	**$20**	**$15**
Redaction Fee	$5	$0	$0
Total Fees	$30	$30	$30

Personnel costs are budgeted to decrease by $33,700, mainly reflecting changes in employee health care plan selections of $30,100. Operating expenditures are budgeted to increase by $5,500 mainly due to an increase of $7,000 in software license fees, which include Public Access software, and $1,500 in hardware maintenance for a digital aperture card scanner from Records Management. These are offset by a decrease of $1,200 in software repair/maintenance reflecting one time charges for past software configuration work, and a decrease in hardware maintenance of $800 reflecting de-support of our Lektriever aperture card file machine, which will be made obsolete by the redaction/backfile scanning project in 2016. Interdepartmental charges are budgeted to decrease by about $21,100 mainly due to budgeted decreases in microfilming charges linked to projected document recording estimates of $14,400, decreased postage for mailing return documents of $8,000 linked to increased electronic recording, offset by a net increase in computer technology replacement/maintenance charges of nearly $900.

Fixed assets decrease by $5,200, reflecting removal of funds for a new plat cabinet. The department plans to alternate plat cabinet replacement purchases every-other-year with book binding and repair services, as both expenses are intermittent and of approximately the same cost.



Cashiering

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Cashiering examines all legal documents to assure conformity to state statutes, advises the public of procedures for probate of an estate held in joint tenancy, and advises the public on laws and regulations concerning statutory requirements of the Register of Deeds Office. Cashiering collects and deposits the fees for recording and copies of recorded documents, uniform commercial code real estate-related recordings, Federal Tax Lien filings, marriage certificates, birth certificates, death certificates and real estate transfers. In addition, Cashiering staff prepares the recorded documents for imaging, scanning and microfilming and returns those documents to the customer.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.90**	**4.90**	**4.90**	**3.91**	**(0.99)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$314,405**	**$323,981**	**$323,981**	**$270,191**	**($53,790)**
Total Revenues	**$314,405**	**$323,981**	**$323,981**	**$270,191**	**($53,790)**
Personnel Costs	$276,598	$284,412	$280,817	$229,955	($54,457)
Operating Expenses	$652	$2,790	$2,660	$2,660	($130)
Interdept. Charges	$37,015	$36,779	$36,479	$37,576	$797
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$314,265**	**$323,981**	**$319,956**	**$270,191**	**($53,790)**
Rev. Over (Under) Exp.	$140	$0	$4,025	$0	$0

Program Highlights

Personnel costs are budgeted to decrease by $54,500 to $230,000, reflecting the unfunding of one vacant Administrative Assistant position, as a result of staff cross-training and departmental efficiencies. Operating expenditures decrease slightly to $2,700 due to a decrease in office supplies of $400, offset by a slight increase in printing supplies of $250. Interdepartmental charges increase by $800, due to an increase in computer maintenance and replacement charges of $1,300, offset by a decrease in communications charges of $400.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	176	150	159	160	10

Vital Statistics

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

Vital statistics is responsible for the accurate recording and filing of marriage and death certificates; and issuing certified copies of Birth, Marriage and Death certificates. This program also examines all original birth, marriage, and death certificates before processing them to the state. The vital statistics program provides both phone and walk-in reception services for the entire office.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**2.50**	**2.50**	**2.50**	**2.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$204,763	$210,000	$210,000	$210,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)(a)	**($37,262)**	**($31,984)**	**($31,984)**	**($29,070)**	**$2,914**
Total Revenues	**$167,501**	**$178,016**	**$178,016**	**$180,930**	**$2,914**
Personnel Costs	$109,751	$155,021	$152,820	$158,554	$3,533
Operating Expenses	$5,994	$6,830	$6,859	$6,885	$55
Interdept. Charges	$15,698	$16,165	$15,085	$15,491	($674)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$131,443**	**$178,016**	**$174,764**	**$180,930**	**$2,914**
Rev. Over (Under) Exp.	$36,058	$0	$3,252	$0	$0

(a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.

Program Highlights

Charges for Service revenues remain the same at $210,000, based on 2014 actual and 2015 estimated revenues. Personnel costs increase by $3,533 reflecting costs to continue for 2.50 FTE positions. Operating expenses increase slightly, reflecting small increases in printing and office supplies. Interdepartmental charges decrease by $674, due to a reduction of $1,000 in microfilming and charges for marriage records (now recorded by the state system), offset by small increases in telephone and computer maintenance charges.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of Certified Copies Issued					
Birth	8,026	9,000	8,500	8,500	-500
Death	40,238	38,000	41,000	39,000	1,000
Marriage*	7,472	6,000	6,000	6,000	0
Domestic Partnership	17	10	6	6	-4

* Marriage certificates were incorporated into the state SVRIS system in May of 2015.

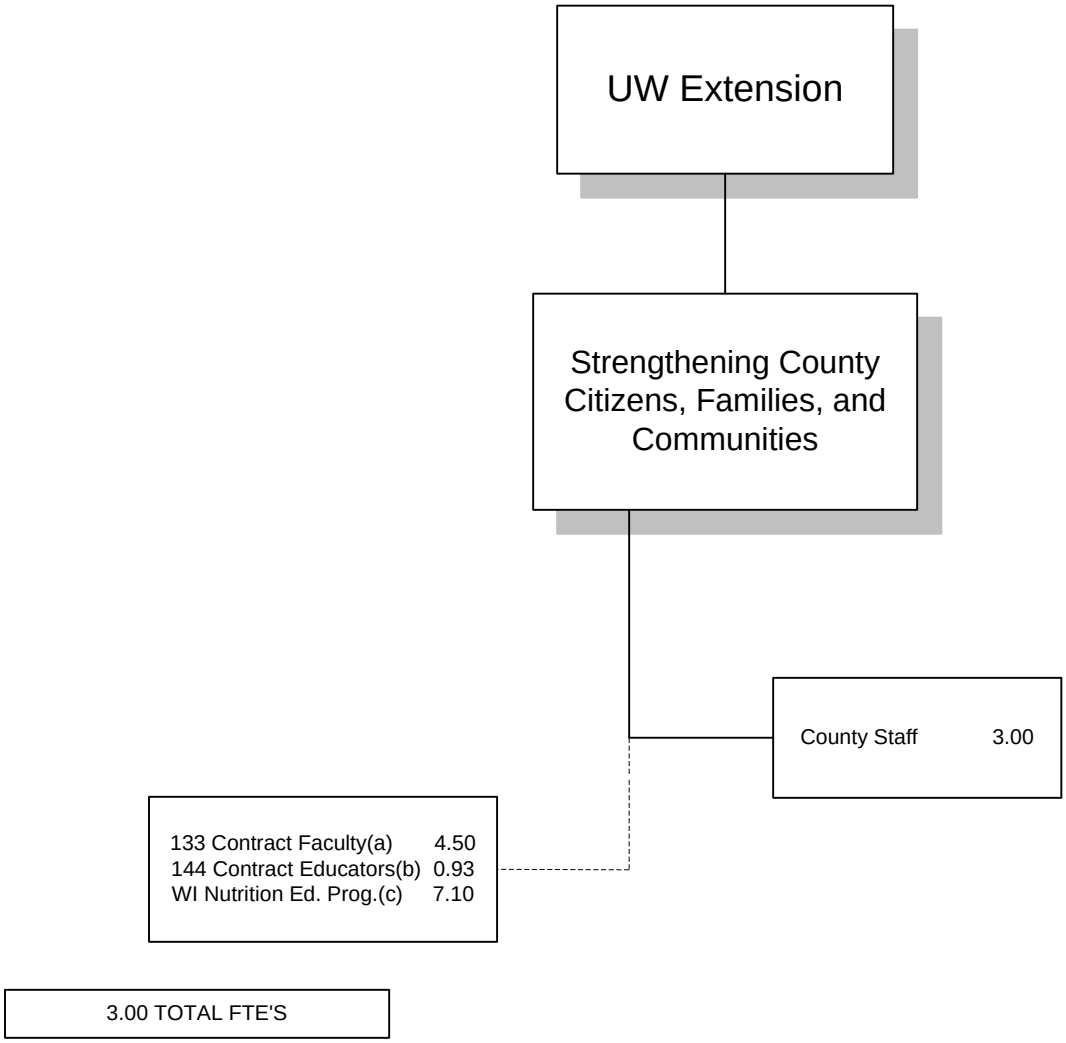
Vital records fees are set by State statute (S. 69.22) at $20 for the first copy and $3 for additional copies, with fees for the first copy split with the State receiving $13 and the County retaining $7, except for birth certificates in which the County retains $5. Fees from additional copies stay with the County.

University of Wisconsin Extension

Return to Table of Contents

UW EXTENSION OFFICE

FUNCTION / PROGRAM CHART



(a.) State 133 Contract UW-Extension Faculty and Academic Staff are funded by State/County/Grant/Fee sources.
(b.) State 144 Contract educators are funded 100% through grants and other revenue sources, and are included in the County Budget.
(c.) The Wisconsin Nutrition Education Program (WNEP) is federally funded and administered by the State's UW Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget.

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Return to Table of Contents

UW Extension

Statement of Purpose

Waukesha County University of Wisconsin Extension (UWEX), in partnership with the state UW Extension Office, delivers research based information to improve the quality of life for families in the areas of 4-H and youth development, family living, community and business development, agriculture, horticulture, nutrition, and health. UWEX provides community based education for families, businesses, governments, and organizations using non-traditional educational methods.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$132,491	$107,417	$91,398	$66,804	($40,613)	-37.8%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$39,418	$54,198	$87,323	$90,350	$36,152	66.7%
Interdepartmental	$0	$0	$23,917	$15,112	$15,112	N/A
Other Revenue	$70,318	$35,900	$40,625	$44,200	$8,300	23.1%
Appr. Fund Balance (e)	$17,500	$11,200	$11,200	$13,700	$2,500	22.3%
County Tax Levy (Credit)	**$348,063**	**$349,763**	**$349,763**	**$349,763**	**$0**	**0.0%**
Total Revenue Sources	**$607,790**	**$558,478**	**$604,226**	**$579,929**	**$21,451**	**3.8%**
Expenditures						
Personnel Costs	$159,004	$169,293	$178,250	$182,766	$13,473	8.0%
Operating Expenses	$307,875	$293,328	$272,870	$309,151	$15,823	5.4%
Interdept. Charges	$100,278	$95,857	$90,003	$88,012	($7,845)	-8.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$567,157**	**$558,478**	**$541,123**	**$579,929**	**$21,451**	**3.8%**
Rev. Over (Under) Exp.	$40,633	$0	$63,103	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.00	3.00	3.00	3.00	0.00	
Additional Human Res.						
State 133 Contract (a)	4.75	4.50	4.50	4.50	0.00	
Grant Funded State 144 Contract (b)	1.15	1.25	1.25	0.93	(0.32)	
WI Nutrition Education Program (c)	8.35	8.35	8.35	7.10	(1.25)	
State 4H Advisor (d)	0.25	0.00	0.00	0.00	0.00	
Total (Non-County)	**14.50**	**14.10**	**14.10**	**12.53**	**(1.57)**	

(a) State UW Extension 133 Contract educators are funded with 40% local revenues, including tax levy, grants and other revenues, with the State funding the remaining 60%. The cost of the 40% local share is recognized in operating expenditures.
(b) The State 144 Contract for UW Extension community educators is paid 100% through grants and other revenue sources, and are not included in the County Budget. Additional grants may be identified and requested for appropriation through the State to increase the level of 144 Contract educator community support.
(c) The Wisconsin Nutrition Education Program (WNEP) is federally funded and administered by the State's UW Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget. This program is run through the County UW Extension Office.
(d) The state funded 4-H Advisor position ended July 31, 2014.
(e) In 2016, fund balance of $13,700 consists of $2,500 related to a pilot-project Juvenile Community Garden program targeted towards at risk youth, as well as $11,200 in prior community donation revenues in excess of expenditures related to the annual Drug Free Communities (DFC) Coalition-Prescription Drug Collection requested to be used for the same purpose in 2016. Fund balance in 2015 of $11,200 is related to prior year community donation revenues in excess of expenditures related to the annual DFC-Prescription Drug Collection. In 2014, Fund Balance of $17,500 consists of prior year community donation revenues in excess of expenditures related to the annual DFC-Prescription Drug Collection.

Strengthening County Citizens, Families & Communities

County-Wide Key Strategic Outcome: Quality programs and services delivered with competence and skill

Program Description

Extension educational programs apply the research and resources from the Wisconsin University System to strengthen Waukesha County citizens, youth, families, businesses and communities. Programs are planned and implemented by developing partnerships with community organizations, building collaborations and incorporating teamwork. Faculty and staff design and implement educational programs, conduct local research, train leaders and volunteers and build networks for the benefit of the citizens in Waukesha County. Education is provided to protect the environment, assist communities with growth and change, increase agriculture and horticulture productivity, and community and economic development. Waukesha County UW Extension also teaches programs to build strong families, develop youth and adult leaders, improve nutrition and mental health, promote family and public safety, strengthen neighborhoods, and provide opportunities for developing life skills and workforce development. The number of educational program participants served (reflecting participation where single individuals may attend multiple educational programs) in 2014 was 35,497 and estimated for 2015 is 36,000 and budgeted for 2016 is 36,500.

Program Highlights

General government revenues are budgeted to decrease by nearly $40,600 to about $66,800. This is mainly due to a $30,000 decrease in budgeted one-time grant funding by the Wisconsin Women's Business Initiative Center (WWBIC). UWEX was responsible for assembling market information, and develop broader economic development strategies for each district, so that the district develops a clearly defined market position complementary with other areas. The budget also removes $3,100 in drug collection grant funding, due to 2015 being the last year of the annual one-day drug collection.

In addition, the department is budgeting federal grant funding for the Sober Truth on Preventing Underage Drinking (STOP Act) grant (a Drug Free Communities related grant) of about $41,500 a nearly $6,700 decrease from the 2015 budget. This is a multi-year federal grant which began in 2013 and is projected to conclude in September 2016. The program seeks to prevent and reduce alcohol use among youth through the development of educational materials and the collection of survey data among local high school students at participating schools within the county.

Charges for services revenue is budgeted to increase nearly $36,200 to $90,350. This is mainly due to department management budgeting a $31,000 increase in Community Resource Development related programming due to consulting fees and strategic planning services offered to the Village of Mukwonago and the City of Oconomowoc. In addition, the 4H program revenues increase $5,900 to $18,500 partially due to the department budgeting more families becoming 4H members (from 375 to 400 families, $35/family fee), as well as a new workshop geared towards developing STEM (Science, Technology, Engineering & Mathematics) skills related to robotics as part of a partnership with Waukesha County Technical College.

Interdepartmental revenues increase about $15,100, related to strategic planning and consulting services provided to the Waukesha County Health and Human Services Department.

Other revenues increase $8,300 to $44,200, mainly due to an increase in the Greater Milwaukee Foundation (GMF) donation of $5,000 to $30,000 in 2016. These funds are mainly used for leadership development in the Tower Hill neighborhood. In addition, the department is budgeting $3,300 in recoveries revenues due to postage reimbursement from the State UW-Extension office, equipment/technology reimbursement from the 180 Juvenile program, and reimbursable staff costs.

The department is budgeting an increase of $2,500 in general fund balance to $13,700. The increase is related to a pilot-project Juvenile Community Garden program targeted towards at-risk youth. Remaining fund balance consists of estimated community donation revenues from the annual Drug Free Communities Coalition-Prescription Drug Collection in excess of estimated program expenditures in 2014, which are estimated to lapse to the General Fund balance at the end of 2015, and are requested to be appropriated for the same purpose in 2016. 2015 is the last year for the Drug Free Communities Coalition-Prescription Drug Collection – 1 Day Event. This funding is budgeted for the purchase, installation, and public education of six medication drop boxes to be used year-round in Waukesha County communities. In 2015, the communities were Menomonee Falls, Oconomowoc, Mukwonago, Waukesha, Brookfield and Pewaukee. The specific communities may change in 2016 based on demand, and the specific communities are still being identified. The drop box purchases were originally budgeted in 2015, but due to programmatic delays, the department is budgeting these funds for the same purpose in 2016.

Program Highlights (Continued)

The department is budgeting personnel costs at about $182,800, an increase of nearly $13,500 or 8.0%, and reflects an $8,600 increase in health insurance costs mainly due to changes in employee plan selection as well as the cost-to-continue of 3.00 full-time FTE.

Operating expenses are budgeted to increase about $15,800 to nearly $309,150 mainly due to increased costs related to department programming, partially offset by the uncertainty and/or discontinuation of grant funding sources in 2016. This includes $31,000 in Community Resource Development strategic planning and consulting projects as well as $15,100 in strategic planning services provided to the Department of Health and Human Services. This is partially offset by a $30,000 reduction in one-time WWBIC funding.

Also, State-employed 133 Contract educators costs increase by about $4,700, to $170,000, mostly due to a 1% projected increase in fringe benefits on 7/1/2015. The state assumes about 60% of 133 contract costs while the county covers the remaining 40% share with a combination of tax levy, grant funding, charges for service and other revenue.

Interdepartmental charges decrease $7,800 to about $88,000, mainly due to decreases in computer maintenance and replacement costs of nearly $4,300 due to the expected retirement of two (1.25 FTE) Federally funded nutrition educators in 2015, not anticipated to be filled in 2016.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: An economically vibrant county

1. Objective: Provide training and resources for direct marketers to increase opportunities and sustainability of agricultural producers and small businesses selling at farmers' markets.

Key Outcome Indicators: Educate farmers' market managers on emerging topics, expand Wisconsin professional farmers' market association, evaluate the common farm food safety risks, develop educational materials to reduce risk, and provide annual conference training based on assessment of farmers' market managers' needs.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Farmers Market Association Members	23	30	35	40
Number of Farmers Markets Assisted with Electronic Benefits Transfer (EBT)	16	22	28	35
Number of EBT redeemed	$249,282	$265,000	$300,000	$350,000

2. Objective: Conduct green industry professional training sessions.

Key Outcome Indicator: Increase workforce knowledge level of green industry employees in emerging pest issues and pesticide selection through educational workshop training sessions.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Participants who Report an Increase in Knowledge as a Result of the Training	84%	81%	85%	85%
Number of Employees in the Green Industry Trained	704	675	725	700
Number of Employees that indicate that educational workforce training sessions increase their awareness of practices that protect the environment	71%	75%	75%	75%

3. Objective: In collaboration with Waukesha County Board of Supervisors Office, develop and conduct training workshop for Waukesha County Board of Supervisors to increase their knowledge and skills to enhance effectiveness and education of constituents about county government.

Key Outcome Indicators: Measured six months after the workshop - percent of supervisors who engage in training, percent of supervisors who indicated they gained knowledge from the training and percent of supervisors who shared information with at least one constituent.

Performance Measure:	2014 Actual(a)	2015 Target	2015 Estimate	2016 Target
Percent of Supervisors Who Engage in Training	N/A	80%	80%	80%
Percentage of Supervisors Who Felt That They Will Use Their Knowledge Learned to Carry Out their Responsibilities	N/A	85%	85%	85%
Percent of Supervisors Who Shared Information Learned with Constituents	N/A	80%	80%	80%

(a)No actuals for 2014 due to creation of objective in 2015.

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

4. Objective: Improve nutritional health of participants (low income) in the Waukesha County Nutrition Education program (Nutrition Educators and Waukesha County Nutrition Coalition (WCNC) members).

Key Outcome Indicators: WNEP partners with community and government agencies to reach the low income population in Waukesha County. The following indicators are focused on: a: percentage of participants who report intent to increase fruit and vegetable consumption (pre/post evaluation); b: Percent increase in responding low income participants who showed improvement in one or more nutrition practices following a series of 8 lessons using Eating Smart and Being Active curriculum (ESBA) (i.e. plans meals, makes healthy food choices, prepares foods without adding salt, reads nutrition labels (entry/exit Behavior Checklist).

Performance Measures

A. Impact data will include outreach to an increasing number of agency partners and low-income resident participants.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Community Partner Agencies	80	82	82	75
Number of Unduplicated Program Participants*	13,192	15,000	12,000	11,000
Number of Eating Smart Being Active Participants (ESBA)	83	70	85	90
Number of Youth Expanded Food and Nutrition Education Program (EFNEP) Participants	39	50	50	195

*Lower 2015 estimate and 2016 target due to a change in state policy in method of reporting

B. Collect evaluation data from participants of Supplemental Nutrition Assistance Program (SNAP-Ed) and ESBA curriculum. This data will measure nutritional behavior change through use of research and evidence based WNEP state program evaluations comparing pre and post-tests.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Percentage of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	87%	90%	85%	85%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	96%	85%	92%	90%
Percent of Participants Who Report Increasing Whole Grain Consumption	90%	65%	85%	85%

5. Objective: Increase self-sufficiency through participation in community gardening.

Key Outcome Indicator: Assessment of Huber Facility inmate participation in the community garden educational program.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Percentage of Huber Facility Inmates Who Learned Gardening Skills That They Used or Shared With Others	95%	90%	95%	95%
Percentage of Huber Facility Inmates Who Report an Increase in Self-Confidence as a Result of Gardening	77%	80%	80%	85%
Percentage of Huber Facility Inmates Who Have Learned and Experienced the Importance of Teamwork	91%	90%	90%	90%
Percentage of Huber Facility Inmates Who Have Learned Financial Literacy Skills and that They Used or Shared with Others	84%	85%	85%	85%

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

6. Objective: Provide customized professional development opportunities on topics related to Demographics, Data Analysis, Financial Literacy, Poverty Awareness for Community Engagement (PACE) Training, Poverty Simulation, Food Preservation, and Rethinking Nutrition in Childcare to County Departments, Businesses, Municipalities, Community Non-Profit Agencies and Childcare Providers.

Key Outcome Indicators: Percent of evaluations that show an increase in knowledge and percent of post-evaluations that show new knowledge applied.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Unduplicated Participants	377	400	400	725
Number of Unduplicated Spanish Speaking Participants	43	50	150	250
Percent of Evaluations that Show Increase in Knowledge	82%	85%	85%	90%
Percent of Evaluations that Show New Knowledge Applied	70%	75%	75%	75%

7. Objective: Respond to critical and emerging issues by developing and delivering research-based education in cooperation with UW Extension Specialists and the University of Wisconsin System. (UW Extension Staff)

Key Outcome Indicator: Total hours and dollar estimates invested in Waukesha County by UW Extension Specialists in educational consultation, professional development trainings, research and analysis.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Survey Analysis	80	75	75	75
Demographics & Strategic Planning	70	85	88	85
4-H Volunteer Training	130	160	130	160
Horticulture Business & Volunteer Training	301	300	300	300
UW Ext. Staff Professional Development	338	375	345	375
Food Preservation Consultation	50	60	30	50
Community and Business Education Consultation	190	195	195	210
Total Hours of UWEX Specialist Support	1,159	1,250	1,163	1,255
Estimated dollar value (salary + benefits)	$86,925	$93,750	$87,225	$94,125

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

8. Objective: Preparing the leaders of tomorrow by providing practical leadership training and hands-on learning experiences ranging from robotics to quilting, delivered through the adult volunteers of the 4-H Youth Development Program.

Key Outcome Indicator: Emphasis on Science, Technology, Engineering and Math (STEM) programming along with life and career skills development to help meet growing future labor force needs of Waukesha County. Strengthen program through directed increase of volunteer support of youth targeted services.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Certified Adult Leaders	284	370	325	350
Additional Adult Education	N/A	60	60	80
Traditional 4-H Members	583	680	600	700
Non 4-H Youth Contacts	30	36	80	100
Percent of Youth Enrolled in STEM Projects That Report Mastery of at Least One STEM Skill	76%	80%	85%	85%

9. Objective: Recruit and retain volunteers to support educational programs and outreach.

Key Outcome Indicator: An Annual Increase in volunteer recruitment by 5 percent and an Increase in the number of hours donated by volunteers by 5 percent.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Volunteers	1,501	1,565	1,565	1,643
Number of Hours	55,036	57,250	57,100	59,955

10. Objective: Continue to enhance Drug Collection and Awareness Program to prevent the use of prescription drugs for non-medical uses. In collaboration with the Waukesha County Executive's Office, Waukesha County Metro Drug Unit, Waukesha County Medical Examiners Office and Waukesha County Drug Free Communities Coalition.

Key Outcome Indicator: Number of households participating in prescription drug collection; pounds of prescription drugs collected through the Drug Collection Awareness Program, and number of drop boxes installed by municipal police departments for year round disposal.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Households Participating in Drug Collection	3,980	4,000	2,697	3,200
Pounds of Prescription Drugs Collected	6,416	6,500	5,071	5,000
Number of Municipalities with a Drug Collection Drop Box	4	8	10	15

11. Objective: Provide trainings on Latino culture and values to increase staff effectiveness in delivering culturally appropriate services for Latino individuals and families in cooperation with Waukesha County Health and Human Services.

Key Outcome Indicator: Increase the number of training programs and understanding of Latino culture.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Culture Training Program Participants	407	600	250*	480
Percentage of Participants who Increased their Ability to Create a Culturally Welcoming Work Environment	90%	95%	90%	95%
Percent of Participants Who Increased their Awareness of their Own Personal Culture and their Relationship with Cultures Other Than their Own	90%	95%	95%	95%

*2015 estimate is lower than target due to a decision to update the program curriculum to meet needs

Grant Funding

Grant Title	Funding Source	Funding Administration	Amounts awarded for 2013	Amounts Awarded for 2014	Amounts Awarded for 2015	Budgeted for 2016
CDBG Haertel Field Revitalization (NRSA)	CDBG	County	$0	$20,000	$0	$0
Sussex Community Development	Sussex	Village of Sussex	$5,000	$5,000	$5,000	$5,000
Sober Truth on Preventing Underage Drinking (STOP) Act Grant	U.S. Dept of Health & Human Services (DH&HS)	N/A	$9,625	$38,633	$48,258	$41,523
Lead Hazard Control Capacity Building Program	HUD	City of Waukesha	$38,560	$34,741	$0	$0
Prescription Drug Grant – Clean Sweep	DATCP	State	$5,000	$3,100	$3,100	$0
Farmer's Market Promotion Program	USDA	County	$20,355	$0	$0	$0
Drug Free Communities Coalition Grant	US DH&HS	County	$125,000	$0	$0	$0
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private - Greater MKE Foundation	County	$25,000	$25,000	$30,000	$30,000
Town Bank Donation - Business Retention & Expansion Program	Private - Town Bank	County	$7,500	$0	$0	$0
ProHealth TowerHill Education Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care	$30,000	$30,000	$20,000	$0
On Farm Food Safety	USDA	USDA	$0	$9,679	$20,040	$20,281
Survey Project	Village of Summit	Village of Summit	$0	$12,800	$0	$0
Wisconsin Women's Business Innovation Center (WWBIC)	WWBIC	WWBIC	$0	$0	$15,000	$0
Sub Total County UW Ext. Administered Grants			**$266,040**	**$178,953**	**$126,398**	**$96,804**
Subtotal State/Nonprofits/ Other Administered Grants (a)	Various	Various	$630,000	$630,000	$630,000	$564,431
Total UW Extension Grants			**$896,040**	**$808,953**	**$756,398**	**$661,235**

(a) These State administered grants **do not run through the County's Budget** because they have been awarded to other agencies to administer, but provide benefits to County residents. For 2013, this consists of WNEP funding of $630,000 (including SNAP education funding of $530,000 and EFNEP funding of $100,000). For the 2014 Budget, this consists of WNEP funding of $630,000 (including SNAP education funding of $530,000 and EFNEP funding of $100,000). For the 2015 Budget, this consists of WNEP funding of $630,000 (including SNAP education funding of $530,000 and EFNEP funding of $100,000). For the 2016 Budget, this consists of $564,431 of WNEP funding (including SNAP education funding of $392,339 and EFNEP funding of $172,092).

THIS PAGE LEFT BLANK

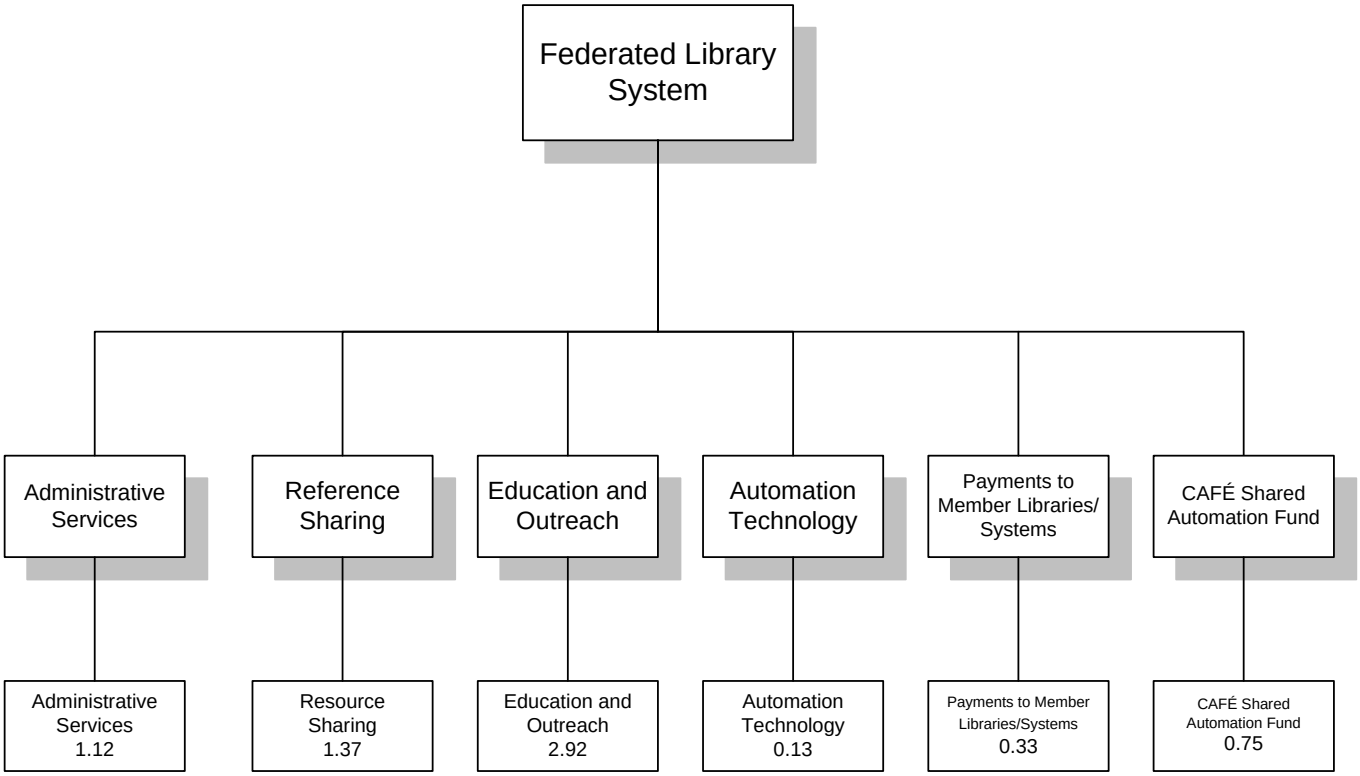
Return to Table of Contents

Federated Library

Return to Table of Contents

FEDERATED LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



6.61 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Statement of Purpose

The mission of the Federated Library System is to improve member libraries through leadership, collaboration, and support. This budget includes a fundamental change in the Library System's operation due to the change from a single county library system to a two county library system with the addition of Jefferson County that was approved by the Waukesha County Board of Supervisors on June 23, 2015. Library Systems in Wisconsin play an important role in improving public libraries. An effective library system results in better access to information and resources, higher quality library services, and cost savings through economies of scale and collaborations—all to the benefit of the Waukesha County citizen. The Library System has an improved ability to meet its mission, as a result of the addition of the eight libraries of Jefferson County, and this budget reflects the specific changes and priorities identified as a part of a strategic planning effort that took place in 2015.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
County Library Fund						
Revenue	$0	$0	$0	$0	$0	N/A
County Tax Levy (TNR)	$2,965,628	$3,424,360	$3,424,360	$3,464,119	$39,759	1.2%
Expenditures	$2,965,628	$3,424,360	$3,424,360	$3,464,119	$39,759	1.2%
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A
State Aids, Federal & Misc.						
Revenue (a)	$1,334,624	$1,332,275	$1,353,122	$1,647,682	$315,407	23.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$1,222,334	$1,332,275	$1,250,871	$1,647,682	$315,407	23.7%
Rev. Over (Under) Exp.	$112,290	$0	$102,251	$0	-	N/A
CAFÉ Shared Automation Fund						
Revenue	$426,894	$380,989	$492,925	$418,719	$37,730	9.9%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$373,025	$340,989	$453,732	$357,639	$16,650	4.9%
Rev. Over (Under) Exp.	$53,869	$40,000	$39,193	$61,080	$21,080	52.7%
Total All Funds						
Revenue (a)	$1,761,518	$1,713,264	$1,846,047	$2,066,401	$353,137	20.6%
County Tax Levy (TNR)	$2,965,628	$3,424,360	$3,424,360	$3,464,119	$39,759	1.2%
Expenditures	$4,560,987	$5,097,624	$5,128,963	$5,469,440	$371,816	7.3%
Rev. Over (Under) Exp.	$166,159	$40,000	$141,444	$61,080	$21,080	52.7%
Position Summary (FTE)						
Regular Positions	7.00	6.00	6.00	6.50	0.50	
Extra Help	0.02	0.10	0.10	0.10	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.03	6.11	6.11	6.61	0.50	

(a) The **2014 budget** included $69,300 in appropriated State Aids Fund Balance, including $34,400 budgeted to partially cover potential staffing cost increases that may result from anticipated turnover of positions in this department (e.g., retirement sick leave payouts and changes in employee health plan selections), $20,600 to partially cover the costs of E-Book content purchases, and $14,300 to start the "1,000 Books before Kindergarten" initiative. The **2015 budget** includes $50,050 in appropriated State Aids Fund Balance, including $40,000 for the Gale Courses Pilot Project which would provide unlimited access to hundreds of instructor-led, self-paced online classes for all Waukesha County citizens, $6,000 for a contracted entity to assist the Federated Library System with conducting a strategic planning study, and $4,050 for a study to examine the possibility of transitioning to a centralized cataloging model which we anticipate would result in significantly reduced costs for all libraries, greater efficiency, and a higher quality catalog. The **2016 budget** includes $100,000 in appropriated State Aids Fund Balance, including $60,000 for investing in the Wisconsin Digital Library's "Advantage Program"—a program designed to allow library systems to purchase additional licenses for popular items and better respond to heavy demand for e-books and e-audios and $40,000 to fund a second year of the Gale Courses Pilot Project started in 2015.

Related Departmental Strategic Outcomes and Objectives for 2016

Strategic Directions Identified in the Federated Library System Strategic Plan 2015-2017

County-Wide Key Strategic Outcome: **Cost effective services delivered with competence and skill.**

1-Objective: Reduce membership costs for system libraries to allow maximum return on investment for budget dollars.

Key Outcome Indicator - Find additional funding opportunities and reducing member library costs which will strengthen the libraries' ability to meet their mission and sustain evolving library needs.

Performance Measure: Reduce membership costs for system libraries (e.g. databases, other shared costs).

County-Wide Key Strategic Outcomes: A well planned county, a county that provides customers with quality programs and services, and cost effective services delivered with competence and skill.

2-Objective: Assist libraries to partner with their community organizations by providing support and leadership around collaborations and partnerships to broaden connections and maximize impact.

Key Outcome Indicator - Help transform libraries into vital community centers that improve the health of our communities and engage citizens.

Performance Measure: Six community outreach presentations or community events will be provided.

3-Objective: Maximize use of current technologies and system functionalities to increase output potential and service opportunities for libraries.

Key Outcome Indicator - Provide technology support and leadership that will offer member libraries a stable operational environment and seek to maximize the potential of current hardware and software, positioning the library system to offer an innovative approach to future technology developments.

Performance Measure: Improve accuracy of the Polaris catalog for a more efficient patron experience by funding and hiring professional cataloger.

4-Objective: Continue to invest in Library System staff professional development to ensure the system provides high-quality, professional level consulting.

Key Outcome Indicator - The system will strive to provide support to library staff members and library boards by offering professional consulting and by fostering supportive environments.

Performance Measure: 80% of the staff respond affirmatively to the County's employee survey questions on core values, goals and information sharing.

Federated Library

Fund Purpose

This fund is for the special levy that charges residents that live in non-library (**T**rue **N**on-**R**esident – **TNR**) communities for borrowing privileges at any of the sixteen public libraries in the County as well as libraries in adjacent counties. The County levies the library tax only on the Waukesha County communities that do not have public libraries. The communities with libraries tax their own citizens for library service and exempt themselves from the county library tax. As a result, there is no double taxation and all residents pay their fair share to support libraries.

Additionally, in 2008, Wisconsin State Statue 43.12 was modified to require all counties to pay for library use in adjacent counties. This legislation has been very beneficial to Waukesha County libraries, specifically those in close proximity to a county border. Those libraries serve large numbers of residents from adjacent counties and now receive reimbursement from neighboring counties for providing services to their citizens. All libraries are reimbursed for TNR usage by citizens in neighboring counties. Some Waukesha County residents use libraries in adjacent counties as well. The reimbursement payments to adjacent county libraries is funded from the special library tax.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit) (a)	**$2,965,628**	**$3,424,360**	**$3,424,360**	**$3,464,119**	**$39,759**	**1.2%**
Total Revenue Sources	**$2,965,628**	**$3,424,360**	**$3,424,360**	**$3,464,119**	**$39,759**	**1.2%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,965,628	$3,424,360	$3,424,360	$3,464,119	$39,759	1.2%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,965,628**	**$3,424,360**	**$3,424,360**	**$3,464,119**	**$39,759**	**1.2%**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A

(a) In the 2015 budget, a one-time modification was made to the formula to account for the change in status of the Pauline Haass Library as a result of the town of Lisbon's decision to end its joint library agreement with the village of Sussex, and become a True Non-Resident (TNR) community.

No positions are budgeted in this fund. The Federated Library Director carries out administration of this County Fund budget and all staff are budgeted within the State Aids fund. By County Code 11-4, the usage of the 16 County libraries by residents of the 19 communities without libraries represents the largest portion of the County library fund budget. For purposes of the 2016 budget, the TNR residents borrowed 19.228% of the materials at libraries, and the ordinance calls for them to be taxed for 19.228% of the library operating costs as calculated by the ordinance. Per Wisconsin State Statute 43.12, TNR communities are also taxed for their residents' use of libraries in adjacent counties (excluding Milwaukee County). That portion of the Library Tax increases $2,227 or 22% to $12,284 and is based on actual circulation-based reimbursement requests made by adjacent county libraries (or library systems on behalf of the libraries). All reimbursement requests have been verified by the Federated Library System Director.

How the 2016 County Special Library Tax Formula is Calculated:

The county ordinance (11-4) specifies that WCFLS should annually calculate an allowable expenditure factor based on member library operating expenditures. The allowable expenditure factor is multiplied by the percent of use (at 19.228% for the 2016 budget) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

ESTIMATED 2015 LIBRARY TAX LEVY FOR 2016 BUDGET PURPOSES

Category	2014 for 2015 Budget Purposes	2015 for 2016 Budget Purposes	$ Change	% Change
Expenditures (2 years prior)	$17,688,274	$17,813,796	$125,522	0.7%
Revenues (2 years prior)	$18,062,732	$18,035,349	-$27,383	-0.2%
Overage or (lapse) - 2 years prior	-$374,458	-$221,553	$152,905	-40.8%
Projected budget - year prior	$18,134,286	$18,173,430	$39,144	0.2%
Calculated allowable expenditures	$17,759,828	$17,951,877	$192,049	1.1%
Countywide TNR percent 2 years prior	19.225%	19.228%	0.003%	0.018%
County levy (TNR % times allowable expenditures)	$3,414,303	**$3,451,835**	$37,532	1.1%
Intercounty Funding	$10,057	$12,284	$2,227	22.1%
Total	$3,424,360	**$3,464,119**	$39,759	1.2%

In August 2008, the County Board adopted a new Library Tax Levy Distribution formula to take effect beginning with the 2009 Budget year, based on the recommendations of a Special Library Funding Distribution Formula Review Committee. The Committee evaluated funding formula options with the major policy goals of fairness, stability and clarity. This formula was modified by the County Board during the summer of 2011 based on recommendations of the Act 150 Planning Committee to incorporate interlibrary loans into the definition of crossover circulations (see description of formula below). In 2014, a one-time modification was made to the formula to account for the change in the status of the Pauline Haass Library as a result of the town of Lisbon's decision to end its joint library agreement with the village of Sussex, and become a True Non-Resident (TNR) community.

Activity	*2014 Budget*	*2015 Budget*	*2016 Budget*	*2014 - 2015 Change*
Circulation to residents subject to library tax (2 yrs prior to budget year)	840,199	907,301	874,462	-3.62%
Total In-County Circulation	4,810,999	4,719,414	4,547,794	-3.64%
Percent Non Library Community Borrowing of Total County Borrowing	17.464%	19.225%	19.228%	0.003%

Library Distribution Formula:

A) Libraries first receive the minimum dollar amount required by Wisconsin State Statute 43.12 (which is 70% of the library's operating expenditures), known as the Act 150 minimum.

B) After distributing the Act 150 minimums, remaining levy is distributed to libraries based on their effort in circulating materials to outside communities. Circulation effort is defined as the sum of a member library's circulation to residents of non-library (True Non-Resident - TNR) communities, plus its net crossover circulation. Net crossover circulation for each library community is determined by subtracting the amount of materials their residents borrow from other library communities from the amount of library materials that residents of other county library communities borrow from them. Crossover circulation includes both materials borrowed in-person or by interlibrary loan (when library patrons request materials be delivered to the library in their community, typically through the online CAFÉ Shared Automation system). Circulation effort from overall net lenders (i.e., libraries with positive circulation effort) is added together, and net lenders receive the remaining tax levy based on their proportion of total positive circulation effort.

C) To provide stability in funding, this formula limits decreases for each library to 5% or $5,000, whichever is less. However, this cap may not prevent libraries from receiving their state-required Act 150 minimum distribution, as mentioned above.

D) After applying these limits (in C), any remaining Library Tax Levy will be distributed on the same basis as in (B). When this occurs, some libraries will receive an allocation increase greater than 5% or $5,000 from the prior year, as is the case for some Libraries every year. However, if applying these caps uses more Library Tax Levy than available, proportionate reductions in libraries' increases will be made to remain within the available Library Tax Levy amount.

2015-2016 Library Tax Levy Distribution

Library	2015 Distribution	2016 Distribution	15 vs '16 $ Change	15 v. '16 % Change
Big Bend	$16,232	$16,021	-$211	-1.3%
Brookfield	$293,748	$293,019	-$729	-0.2%
Butler	$4,181	$4,777	$596	14.3%
Delafield	$296,085	$309,221	$13,136	4.4%
Eagle	$24,935	$23,688	-$1,247	-5.0%
Elm Grove	$28,876	$28,091	-$785	-2.7%
Hartland	$234,461	$232,331	-$2,130	-0.9%
Menomonee Falls	$25,385	$26,636	$1,251	4.9%
Mukwonago	$372,918	$386,040	$13,122	3.5%
Muskego	$48,096	$46,066	-$2,030	-4.2%
New Berlin	$21,066	$23,957	$2,891	13.7%
North Lake	$73,849	$70,157	-$3,692	-5.0%
Oconomowoc	$282,903	$281,657	-$1,246	-0.4%
Pewaukee	$120,259	$120,926	$667	0.6%
Sussex	$428,477	$439,978	$11,501	2.7%
Waukesha	$1,142,832	$1,149,270	$6,438	0.6%
Subtotal Pmt to Waukesha Co. Libraries	$3,414,303	$3,451,835	$37,532	1.1%
Intercounty Payments	$10,057	$12,284	$2,227	22.1%
Total Library Tax Levy Distribution	$3,424,360	$3,464,119	$39,759	1.2%

Federated Library

Fund Purpose

The State Aids, Federal and Other Miscellaneous special revenue fund is responsible for providing library system services and support to its member libraries, which will increase from 16 libraries to 24 libraries with the addition of Jefferson County in 2016. State aids provide the vast majority of revenues and are distributed to the library system through a State statutory formula which will be increasing in 2016 due to the addition of Jefferson County. The Wisconsin Division for Libraries and Technology (DLT) must approve the budget and program of service based on whether the DLT determines that the library system has an effective service program in each of the required service areas specified in Wisconsin Statute 43.19. The Federated Library System Board approves the budget based on the amount of revenue that the DLT estimates for the following year. The library system receives additional revenue for providing services to other library systems as well as for providing services and programs to member libraries.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$981,772	$976,736	$999,204	$1,218,044	$241,308	24.7%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$264,917	$281,989	$284,818	$311,138	$29,149	10.3%
Interdepartmental	$6,500	$6,500	$6,500	$6,500	$0	0.0%
Other Revenue	$11,280	$17,000	$12,550	$12,000	($5,000)	-29.4%
Appr. Fund Balance (a)	$70,155	$50,050	$50,050	$100,000	$49,950	99.8%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,334,624**	**$1,332,275**	**$1,353,122**	**$1,647,682**	**$315,407**	**23.7%**
Expenditures						
Personnel Costs	$449,149	$458,570	$377,608	$534,204	$75,634	16.5%
Operating Expenses	$668,347	$766,248	$766,116	$992,673	$226,425	29.5%
Interdept. Charges	$104,838	$107,457	$107,147	$120,805	$13,348	12.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,222,334**	**$1,332,275**	**$1,250,871**	**$1,647,682**	**$315,407**	**23.7%**
Rev. Over (Under) Exp.	$112,290	$0	$102,251	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	6.00	5.25	5.25	5.75	0.50	
Extra Help	0.02	0.10	0.10	0.10	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total FTEs	6.03	5.36	5.36	5.86	0.50	

(a) The **2014 budget** included $69,300 in appropriated State Aids Fund Balance, including $34,400 budgeted to partially cover potential staffing cost increases that may result from anticipated turnover of positions in this department (e.g., retirement sick leave payouts and changes in employee health plan selections), $20,600 to partially cover the costs of E-Book content purchases, and $14,300 to start the "1,000 Books before Kindergarten" initiative. The **2015 budget** includes $50,050 in appropriated State Aids Fund Balance, including $40,000 for the Gale Courses Pilot Project which would provide unlimited access to hundreds of instructor-led, self-paced online classes for all Waukesha County citizens, $6,000 for a contracted entity to assist the Federated Library System with conducting a strategic planning study, and $4,050 for a study to examine the possibility of transitioning to a centralized cataloging model which we anticipate would result in significantly reduced costs for all libraries, greater efficiency, and a higher quality catalog. The **2016 budget** includes $100,000 in appropriated State Aids Fund Balance, including $60,000 for investing in the Wisconsin Digital Library's "Advantage Program"—a program designed to allow library systems to purchase additional licenses for popular items and better respond to heavy demand for e-books and e-audios and $40,000 to fund a second year of the Gale Courses Pilot Project started in 2015.

Return to Table of Contents

Program Highlights

General Government revenues increase by about $241,300, mainly due to a State Aid increase of approximately $237,000 to $1,195,600, as a result of adding Jefferson County to the Federated Library System. Overall, State Aids increased $258,108 from the addition of Jefferson County. However, per Enrolled Ordinance 170-31, $21,100 of these new State Aid Funds are budgeted in the CAFÉ fund to reimburse the CAFÉ fund for supplying the initial funds to enable the migration of Jefferson County to be functional by January 1, 2016. In addition, Federal Library Services Technology Act (LSTA) block grant funds received from the state increase $4,300 to $22,400, also as a result of adding Jefferson County. These funds may be used to purchase E-vanced software, which integrates with other library software and offers the ability for libraries to electronically manage the reservation of library meeting rooms, enables electronic program registrations and management (e.g. the children's summer library program), and also provides an event calendaring system that can interface with library systems, thereby reducing duplication of work for staff and expanding access to programs throughout the two-county area.

Charges for Services revenues increase by $29,150, mainly as a result of Lakeshores Library System (LLS) charges increasing by about $22,100 to $185,000. These are pass-through amounts that are paid by LLS (with funds it receives from Racine and Walworth Counties) as a part of a contract with the Federated Library System for access to Waukesha County libraries for its TNR citizens who live in non-library areas. This is partially offset by a decrease of $2,900 to $87,100 in charges to member libraries to pay for full-text database subscriptions as a result of the Federated Library System funding this portion of the databases, offset by the discontinuation of book grant funding to the libraries.

Interdepartmental Revenues remain at 2015 budgeted levels of $6,500 and consists of administrative cost recovery charges to the CAFÉ fund. Other Revenues decrease by $5,000 to $12,000 due to a reduction of investment income to better reflect prior year actuals and current year estimates.

State Library Aids Fund Balance appropriations increase by $49,950 to $100,000, to cover project expenditures identified as priorities in the strategic planning process. The first project would help fund the second and final year of the Gale Courses pilot project. This is a subscription service that allows the library system to offer unlimited access to instructor-led, self-paced online classes to all citizens in Waukesha and Jefferson Counties. Citizens are able to take online classes on wide variety of topics and receive certificates upon successful completion of the class. Fund balance would be used to fund $40,000 of the cost to continue with Gale Courses for a second year while more data is gathered to analyze its importance to the libraries and allow them time to adjust their budgets locally to prepare for the possible future continuation of the subscription. The second project is to add $60,000 to the Advantage Program in the state's Wisconsin Public Library Consortium (WPLC) for purchasing additional e-content only accessible to citizens in this Federated Library System. As more and more people transition to digital downloads, the need to offer e-books and e-audios in a timely fashion is critical to the libraries' success in filling this need for the citizens of the library system. It is anticipated that a significant investment in the Advantage Program will allow the Federated Library System to offer shorter wait times for citizens and the ability to analyze the impact of the investment in the Wisconsin Digital Library.

Personnel costs increase $75,600, related to the addition of a 1.00 full-time employee (FTE) Librarian, at a cost of $82,800, as well as the cost to continue of 4.75 regular FTE. This position may be responsible for central cataloging services, as this need was identified in department strategic planning. This increase is partially offset by the unfunding of 0.50 FTE of an Administrative Specialist position of $26,100, based on an increasing use of technology and efficiencies realized by the department.

Operating costs increase over $226,400 related to a $115,000 increase in in library contracts largely due to the additional courier services added to the budget to account for added delivery costs of associated with Jefferson County. In addition, e-content purchases are budgeted to increase nearly $75,000, mainly due to costs related to the Advantage program of $60,000, discussed previously. There is also an increase of $22,100 or 13.5% in Lakeshores Library System pass-through payments to Waukesha County libraries based on an increase in cost per circulation and an increase in circulation.

Interdepartmental Charges increase about $13,300 mostly related to an increase county indirect costs of $13,400 or 20%, to reflect the additional work associated with adding Jefferson County, and Waukesha County remaining the fiscal agent for the federated library system.

Program Descriptions

Payments to Member Libraries/Systems

The Federated Library System has a contract with the Lakeshores Library System for reimbursement for TNR usage in Waukesha County as well as in Racine and Walworth Counties. The Lakeshores Library System funds pass through the Federated Library System budget and are distributed to libraries that provide the service to residents from the TNR areas of Lakeshores Library System. The Federated Library System's resource library contracted professional reference services are also funded in this program.

Administrative Services

The Administrative Services program is responsible for coordinating and providing efficient administrative and clerical support of all Federated Library System operations.

Resource Sharing

The Resource Sharing program of the Federated Library System aids member library collection development and provides system-wide services that improve collection access and assists in member library operations. Specific program activities include the coordination of interlibrary loan services, delivery of materials within the library system and to the statewide delivery network, as well as e-content licensing in the Wisconsin Digital Library.

Automation Technology

The Federated Library System works with the member libraries to maintain and develop technology systems that enable effective delivery of library services.

Education and Outreach

The Education and Outreach program includes developing and providing continuing education opportunities for library staff and board members. The Federated Library System manages a continuing education partnership program for the Southeast Wisconsin (SEWI) library system area. Library Systems in the region provide revenue to the Federated Library System to enhance the quality of the programs. The Federated Library System also develops education/outreach programs for libraries to better serve youth and special needs library users as well as providing learning opportunities for all ages and the communications program necessary to inform others about the services and programs.

FEDERATED LIBRARY - STATE AIDS, FEDERAL & MISC: Program Units

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Payments to Member Library Systems						
Staffing (FTE)	**0.36**	**0.35**	**0.35**	**0.33**	**-0.03**	
Revenues	$271,642	$252,343	$252,343	$265,419	$13,076	5.2%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
Expenditures	$267,868	$252,343	$252,648	$265,419	$13,076	5.2%
Rev. Over (Under) Exp.	$3,774	$0	($305)	$0	-	N/A
Administrative Services						
Staffing (FTE)	**1.46**	**1.56**	**1.56**	**1.12**	**-0.44**	
Revenues	$251,979	$272,278	$266,865	$270,732	($1,546)	-0.6%
Appr. Fund Balance	$34,400	$6,000	$6,000	$0	($6,000)	-100.0%
Expenditures	$295,519	$278,278	$265,330	$270,732	($7,546)	-2.7%
Rev. Over (Under) Exp.	($9,140)	$0	$7,535	$0	-	N/A
Resource Sharing						
Staffing (FTE)	**2.43**	**1.39**	**1.39**	**1.37**	**-0.02**	
Revenues	$443,791	$438,663	$429,246	$540,697	$102,034	23.3%
Appr. Fund Balance	$20,600	$4,050	$4,050	$60,000	$55,950	1381.5%
Expenditures	$438,622	$442,713	$363,823	$600,697	$157,984	35.7%
Rev. Over (Under) Exp.	$25,769	$0	$69,473	$0	-	N/A
Automation Technology						
Staffing (FTE)	**0.05**	**0.13**	**0.13**	**0.13**	**0.00**	
Revenues	$58,747	$70,551	$70,551	$82,435	$11,884	16.8%
Appr. Fund Balance	$855	$0	$0	$0	$0	N/A
Expenditures	$40,187	$70,551	$76,505	$82,435	$11,884	16.8%
Rev. Over (Under) Exp.	$19,415	$0	($5,954)	$0	-	N/A
Education and Outreach						
Staffing (FTE)	**1.73**	**1.73**	**1.73**	**1.94**	**0.21**	
Revenues	$238,310	$248,390	$284,067	$388,399	$140,009	56.4%
Appr. Fund Balance	$14,300	$40,000	$40,000	$40,000	$0	0.0%
Expenditures	$180,138	$288,390	$292,565	$428,399	$140,009	48.5%
Rev. Over (Under) Exp.	$72,472	$0	$31,502	$0	-	N/A
Total Federated Library-State Aids, Federal & Misc. Fund						
Revenues	$1,264,469	$1,282,225	$1,303,072	$1,547,682	$265,457	20.7%
Appr. Fund Balance	$70,155	$50,050	$50,050	$100,000	$49,950	99.8%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$1,222,334	$1,332,275	$1,250,871	$1,647,682	$315,407	23.7%
Rev. Over (Under) Exp.	$112,290	$0	$102,251	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	6.00	5.25	5.25	5.75	0.50
Extra Help	0.02	0.10	0.10	0.10	0.00
Overtime	0.01	0.01	0.01	0.01	0.00
Total	6.03	5.36	5.36	5.86	0.50

CAFÉ Fund

Federated Library

CAFÉ (Catalog Access for Everyone) is a shared integrated library system (ILS) that provides ready access to 2.3 million items, enables resource sharing, provides automated library services, promotes communication and cooperation among member libraries, implements new information technologies and saves for future hardware and software replacements. The sharing of costs and collections results in significant savings for member libraries as well as greatly expanded access to resources, resulting in efficient and effective use of taxpayer dollars. CAFÉ is funded by its member libraries through membership fees. Fees are assessed annually based on each library's share of the budget using a formula that charges libraries based on the number of licenses it requires. In 2016, the 8 Jefferson County libraries will be joining the 16 Waukesha County libraries in CAFÉ.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$17,600	$0	$0	$21,100	$21,100	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$405,947	$375,989	$377,625	$395,119	$19,130	5.1%
Interdepartmental	$1,420	$0	$0	$0	$0	N/A
Other Revenue	$1,927	$5,000	$2,000	$2,500	($2,500)	-50.0%
Appr. Fund Balance	$0	$0	$113,300	$0	$0	N/A
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$426,894**	**$380,989**	**$492,925**	**$418,719**	**$37,730**	**9.9%**
Expenditures						
Personnel Costs	$106,445	$80,873	$80,863	$83,035	$2,162	2.7%
Operating Expenses	$240,608	$253,616	$358,569	$268,104	$14,488	5.7%
Interdept. Charges	$6,500	$6,500	$6,500	$6,500	$0	0.0%
Fixed Assets	$19,472	$0	$7,800	$0	$0	N/A
Total Expenditures	**$373,025**	**$340,989**	**$453,732**	**$357,639**	**$16,650**	**4.9%**
Rev. Over (Under) Exp.	$53,869	$40,000	$39,193	$61,080	$21,080	52.7%

Position Summary (FTE)					
Regular Positions	1.00	0.75	0.75	0.75	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	1.00	0.75	0.75	0.75	0.00

Program Highlights

General Government revenues increase $21,100 as a result of Enrolled Ordinance 170-31, which results in a three-year payback (beginning in 2016) from the State Aid Fund for providing initial funding to ensure a smooth migration of Jefferson County onto CAFÉ by January 1, 2016. The total migration costs in 2015 are estimated at $113,300.

Charges for Service revenues from member libraries to CAFÉ increases by $19,100 due to the increased subscription and network costs related to the addition of 8 Jefferson County libraries to the CAFÉ system. This is partially offset by a decrease in CAFÉ membership fees in 2016 for Waukesha County libraries, which averages about 12% across the 16 libraries, related to economies of scale savings from spreading fixed CAFÉ costs over more libraries. Other revenues are reduced $2,500 related to a decrease in anticipated investment income based on prior year actuals.

Operating costs are budgeted to increase by $14,500 mostly due to an increase of $6,000 in subscription costs to the Online Computer Library Center (OCLC), which provides the records for the CAFÉ catalog, as well as a $6,300 increase due to the addition of e-commerce software. E-commerce software would allow library patrons to pay fines and fees through CAFÉ via a credit/debit card.

Revenues in excess of expenditures consists of member library contributions to CAFÉ for software and hardware replacements, which increase by $21,100 to $61,100 due to the increase in state aids as a result of Jefferson County which are being paid from state aid to the CAFÉ fund in the amount of $21,100 in 2016.

Parks

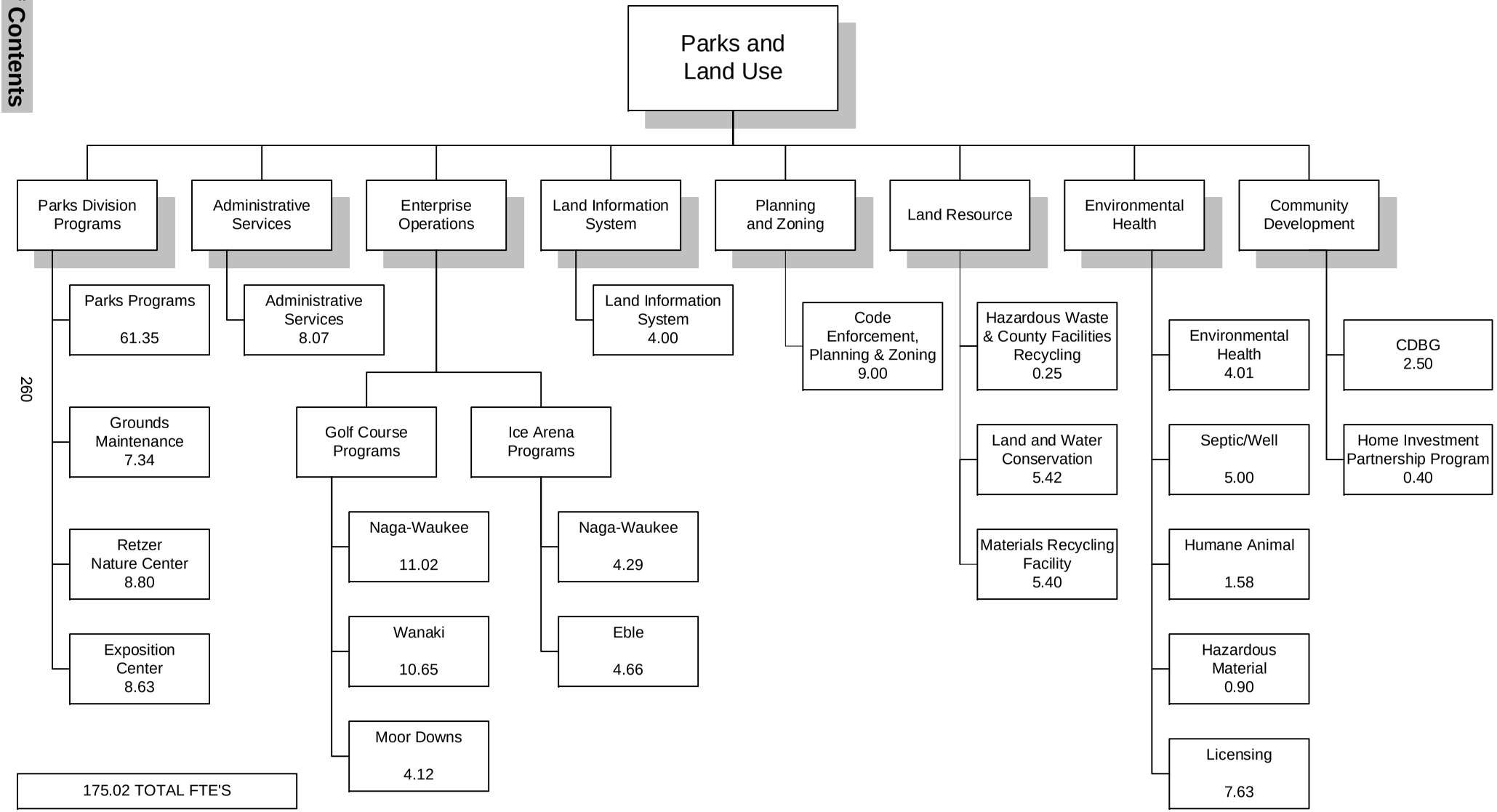
&

Land Use

Return to Table of Contents

PARKS AND LAND USE

FUNCTION / PROGRAM CHART



1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Statement of Purpose

The Waukesha County Department of Parks and Land Use, working through a combination of recreation, education, public cooperation, and regulation, is dedicated to fostering the protection, wise use, enhancement, and enjoyment of the County' s cultural and natural resources, and to the health of its citizens.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate (a)	2016 Budget	Change From 2015 Adopted Budget $	%
General Fund						
Revenues (b)	$4,697,590	$4,314,050	$4,453,041	$4,573,255	$259,205	6.0%
County Tax Levy	$7,276,010	$7,286,010	$7,286,010	$7,229,010	($57,000)	-0.8%
Expenditures	$11,369,303	$11,600,060	$11,593,508	$11,802,265	$202,205	1.7%
Rev. Over (Under) Exp.	$604,297	$0	$145,543	$0	$0	N/A
Community Development						
Revenues (b)	$2,351,454	$3,066,944	$3,153,395	$2,949,112	($117,832)	-3.8%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (a)	$2,849,518	$3,066,944	$3,028,395	$2,949,112	($117,832)	-3.8%
Rev. Over (Under) Exp.	($498,064)	$0	$125,000	$0	$0	N/A
Land Information System Fund						
Revenues	$749,671	$783,733	$803,500	$770,066	($13,667)	-1.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$749,670	$783,733	$763,983	$770,066	($13,667)	-1.7%
Rev. Over (Under) Exp.	$1	$0	$39,517	$0	-	N/A
Tarmann Fund						
Revenues (b)	$840,713	$1,000,000	$1,290,250	$1,000,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$329,813	$1,000,000	$519,000	$1,000,000	$0	0.0%
Rev. Over (Under) Exp.	$510,900	$0	$771,250	$0	-	N/A
Golf Courses						
Revenues	$2,749,024	$3,115,000	$3,010,000	$3,233,100	$118,100	3.8%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$3,049,603	$3,225,242	$3,085,114	$3,178,577	($46,665)	-1.4%
Operating Inc./(Loss)	($300,579)	($110,242)	($75,114)	$54,523	$164,765	N/A
Ice Arenas						
Revenues (b)	$1,075,705	$1,106,500	$1,107,700	$1,082,700	($23,800)	-2.2%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$1,129,173	$1,188,008	$1,146,831	$1,180,525	($7,483)	-0.6%
Operating Inc./(Loss)	($53,468)	($81,508)	($39,131)	($97,825)	($16,317)	N/A
Materials Recycling Fund						
Revenues (b)	$3,094,673	$4,520,400	$4,095,000	$4,545,000	$24,600	0.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$2,359,515	$4,336,508	$3,676,759	$4,507,866	$171,358	4.0%
Operating Inc./(Loss)	$735,158	$183,892	$418,241	$37,134	($146,758)	-79.8%
Total All Funds						
Revenues (b)	$15,558,830	$17,906,627	$17,912,886	$18,153,233	$246,606	1.4%
County Tax Levy	$7,276,010	$7,286,010	$7,286,010	$7,229,010	($57,000)	-0.8%
Expenditures (a)(c)	$21,836,595	$25,200,495	$23,813,590	$25,388,411	$187,916	0.7%
Rev. Over (Under) Exp.	$617,134	$0	$1,081,310	$0	-	N/A
Operating Inc./(Loss)	$381,111	($7,858)	$303,996	($6,168)	$1,690	N/A

Position Summary All Funds (FTE)					
Regular Positions	104.60	103.60	103.60	101.10	(2.50)
Extra Help	75.91	70.40	70.40	71.76	1.35
Overtime	2.59	2.23	2.23	2.16	(0.07)
Total	183.10	176.24	176.24	175.02	(1.22)

(a) 2015 estimates for expenditures exceed the adopted budget due to 2014 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

(b) The 2015 revenue budget includes Fund Balance appropriations totals of $2,792,100, including $67,100 for general fund operations;$1,900,000 of Material Recycling Facility (MRF) Funds; $25,000 Ice Arena projects and $800,000 of Tarmann Fund balance. The 2016 revenue budget includes Fund Balance appropriations totals of $2,135,000, including $70,000 for general fund operations;$1,342,500 of Material Recycling Facility (MRF) Funds and $800,000 of Tarmann Fund balance.

(c) Total expenditures and net operating income exclude capitalized Fixed Asset purchases to conform to generally accepted financial accounting standards.

Parks & Land Use

Fund Purpose

The Department of Parks & Land Use General Fund operations are responsible for: acquisition, development, operation, and maintenance of park, open space, and recreation facilities; administration of the Shoreland and Floodland Protections Ordinance, the Stormwater Management Program and Zoning Code; encouraging planned and orderly land use development; administration of Humane Animal program, restaurant and retail food licensing programs, and water and septic inspections/permit issuance.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate(b)	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$328,369	$350,300	$348,700	$500,500	$150,200	42.9%
Fine/Licenses	$1,131,748	$1,019,000	$1,059,700	$1,075,800	$56,800	5.6%
Charges for Services	$2,114,864	$2,026,150	$2,013,175	$2,084,550	$58,400	2.9%
Interdepartmental	$234,788	$272,000	$269,400	$256,400	($15,600)	-5.7%
Other Revenue	$627,500	$579,500	$533,800	$586,005	$6,505	1.1%
Appr. Fund Balance (a)	$260,321	$67,100	$228,266	$70,000	$2,900	4.3%
County Tax Levy (Credit)	**$7,276,010**	**$7,286,010**	**$7,286,010**	**$7,229,010**	**($57,000)**	**-0.8%**
Total Revenue Sources	**$11,973,600**	**$11,600,060**	**$11,739,051**	**$11,802,265**	**$202,205**	**1.7%**
Expenditures						
Personnel Costs	$7,842,921	$7,994,989	$7,927,895	$8,068,497	$73,508	0.9%
Operating Expenses	$1,732,186	$1,943,322	$1,890,565	$1,913,590	($29,732)	-1.5%
Interdept. Charges	$1,447,713	$1,417,649	$1,412,048	$1,425,178	$7,529	0.5%
Fixed Assets (b)	$346,483	$244,100	$363,000	$395,000	$150,900	61.8%
Total Expenditures	**$11,369,303**	**$11,600,060**	**$11,593,508**	**$11,802,265**	**$202,205**	**1.7%**
Rev. Over (Under) Exp.	$604,297	$0	$145,543	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	79.89	78.89	78.89	78.14	(0.75)	
Extra Help	51.26	49.18	49.18	48.46	(0.72)	
Overtime	1.52	1.43	1.43	1.38	(0.05)	
Total FTEs	132.67	129.50	129.50	127.98	(1.52)	

(a) The 2015 revenue budget includes Fund Balance appropriations of $67,100: $30,000 to assist the funding of maintenance projects, $25,000 for the Brownfield recycling initiative, $2,100 for planetarium maintenance and $10,000 for chair and table replacements program at the Expo Center. The 2016 revenue budget includes Fund Balance appropriations of $70,000: $30,000 to assist the funding of maintenance projects, $25,000 for the Brownfield recycling initiative, $5,000 for planetarium maintenance and $10,000 for chair and table replacements program at the Expo Center.

(b) 2015 estimates for fixed assets exceed the adopted budget due to 2014 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Total Parks and Land Use General: Positions					
Total Positions by Program	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget
Parks Programs	**62.90**	**61.40**	**61.40**	**61.35**	**-0.06**
Regular Positions	27.09	27.09	27.09	27.09	0.00
Extra Help/Overtime	35.81	34.31	34.31	34.26	-0.06
General County Grounds Maintenance	**7.73**	**7.59**	**7.59**	**7.34**	**-0.25**
Regular Positions	2.75	2.75	2.75	2.50	-0.25
Extra Help/Overtime	4.98	4.84	4.84	4.84	0.00
Retzer Nature Center	**8.99**	**8.80**	***8.80***	**8.80**	**0.01**
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	4.49	4.30	4.30	4.30	0.01
Exposition Center	**8.83**	**8.63**	**8.63**	**8.63**	**0.00**
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.63	4.43	4.43	4.43	0.00
Enforcement, Planning & Zoning	**9.50**	**9.50**	**9.50**	**9.00**	**-0.50**
Regular Positions	9.50	9.50	9.50	9.00	-0.50
Extra Help/Overtime	-	-	-	-	0.00
Environmental Health	**4.42**	**4.41**	**4.41**	**4.01**	**-0.40**
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help/Overtime	0.42	0.41	0.41	0.01	-0.40
Licensing	**7.64**	**7.63**	**7.63**	**7.63**	**0.00**
Regular Positions	7.10	7.10	7.10	7.10	0.00
Extra Help/Overtime	0.54	0.53	0.53	0.53	0.00
Septic/Well/Lab Programs	**6.00**	**5.00**	**5.00**	**5.00**	**0.00**
Regular Positions	6.00	5.00	5.00	5.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
Humane Animal	**1.58**	**1.58**	**1.58**	**1.58**	**0.00**
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help/Overtime	0.58	0.58	0.58	0.58	0.00
Hazardous Material	**0.90**	**0.90**	**0.90**	**0.90**	**0.00**
Regular Positions	0.90	0.90	0.90	0.90	0.00
Extra Help/Overtime	-	-	-	-	0.00
Land & Water Conservation	**5.43**	**5.42**	**5.42**	**5.42**	**0.00**
Regular Positions	4.60	4.60	4.60	4.60	0.00
Extra Help/Overtime	0.83	0.82	0.82	0.82	0.00
Hazerdous Waste & County Facilities Recycling	**0.25**	**0.25**	**0.25**	**0.25**	**0.00**
Regular Positions	0.25	0.25	0.25	0.25	0.00
Extra Help/Overtime	-	-	-	-	0.00
Administrative Serivces	**8.50**	**8.39**	**8.39**	**8.07**	**-0.32**
Regular Positions	8.00	8.00	8.00	8.00	0.00
Extra Help/Overtime	0.50	0.39	0.39	0.07	-0.32
Total Parks and Land Use General: Positions	**132.67**	**129.50**	**129.50**	**127.98**	**-1.52**
Regular Positions	79.89	78.89	78.89	78.14	-0.75
Extra Help	51.26	49.18	49.18	48.46	-0.72
Overtime	1.52	1.43	1.43	1.38	-0.05

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Total Parks General Fund						
Revenues	$4,437,269	$4,246,950	$4,224,775	$4,503,255	$256,305	6.0%
Appr. Fund Balance	$260,321	$67,100	$228,266	$70,000	$2,900	4.3%
County Tax Levy	**$7,276,010**	**$7,286,010**	**$7,286,010**	**$7,229,010**	**($57,000)**	**-0.8%**
Expenditures	$11,369,303	$11,600,060	$11,593,508	$11,802,265	$202,205	1.7%
Rev. Over (Under) Exp.	$604,297	$0	$145,543	$0	-	N/A
Position Summary (FTE)						
Regular Positions	79.89	78.89	78.89	78.14	(0.75)	
Extra Help	51.26	49.18	49.18	48.46	(0.72)	
Overtime	1.52	1.43	1.43	1.38	(0.05)	
Total	132.67	129.50	129.50	127.98	(1.52)	
Parks Programs						
Staffing (FTE)	62.90	61.40	61.40	61.35	-0.06	-0.1%
Revenues	$1,340,951	$1,273,150	$1,251,200	$1,486,803	$213,653	16.8%
County Tax Levy	**$3,402,434**	**$3,578,122**	**$3,578,122**	**$3,593,357**	**$15,235**	**0.4%**
Expenditures	$4,832,783	$4,883,372	$4,992,482	$5,115,160	$231,788	4.7%
Rev. Over (Under) Exp.	$35,730	$0	($72,325)	$0	-	N/A
General County Grounds Maintenance						
Staffing (FTE)	7.73	7.59	7.59	7.34	-0.25	-3.3%
Revenues	$264	$0	$0	$0	$0	N/A
County Tax Levy	**$638,099**	**$641,521**	**$641,521**	**$638,314**	**($3,207)**	**-0.5%**
Expenditures	$742,647	$641,521	$649,851	$638,314	($3,207)	-0.5%
Rev. Over (Under) Exp.	($44,284)	$0	($8,330)	$0	-	N/A
Retzer Nature Center						
Staffing (FTE)	8.99	8.80	8.80	8.80	0.01	0.1%
Revenues	$219,951	$135,200	$123,450	$135,200	$0	0.0%
County Tax Levy	**$583,575**	**$599,619**	**$599,619**	**$586,037**	**($13,582)**	**-2.3%**
Expenditures	$679,190	$734,819	$740,206	$721,237	($13,582)	-1.8%
Rev. Over (Under) Exp.	$162,596	$0	($16,959)	$0	-	N/A
Exposition Center						
Staffing (FTE)	8.83	8.63	8.63	8.63	0.00	0.0%
Revenues	$524,482	$550,000	$550,000	$550,000	$0	0.0%
County Tax Levy	**$250,003**	**$149,598**	**$149,598**	**$147,675**	**($1,923)**	**-1.3%**
Expenditures	$687,821	$709,598	$706,742	$707,675	($1,923)	-0.3%
Rev. Over (Under) Exp.	$96,664	$0	$79,893	$0	-	N/A
Planning & Zoning, Enforcement						
Staffing (FTE)	9.50	9.50	9.50	9.00	-0.50	-5.3%
Revenues	$153,599	$127,500	$138,725	$133,300	$5,800	4.5%
County Tax Levy	**$746,017**	**$753,287**	**$753,287**	**$740,103**	**($13,184)**	**-1.8%**
Expenditures	$847,228	$880,787	$852,222	$873,403	($7,384)	-0.8%
Rev. Over (Under) Exp.	$52,388	$0	$39,790	$0	-	N/A

PARKS-GENERAL FUND: PROGRAM UNITS (Cont.)

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Environmental Health						
Staffing (FTE)	4.42	4.41	4.41	4.01	-0.40	-9.0%
Revenues	$107,889	$116,000	$104,400	$104,000	($12,000)	-10.3%
County Tax Levy	**$329,301**	**$332,844**	**$332,844**	**$360,312**	**$27,468**	**8.3%**
Expenditures	$387,303	$448,844	$436,290	$464,312	$15,468	3.4%
Rev. Over (Under) Exp.	$49,887	$0	$954	$0	-	N/A
Licensing						
Staffing (FTE)	7.64	7.63	7.63	7.63	0.00	0.0%
Revenues	$745,963	$683,600	$707,100	$734,100	$50,500	7.4%
County Tax Levy	**($59,094)**	**($55,648)**	**($55,648)**	**($111,043)**	**($55,395)**	**N/A**
Expenditures	$532,058	$627,952	$614,155	$623,057	($4,895)	-0.8%
Rev. Over (Under) Exp.	$154,811	$0	$37,297	$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	6.00	5.00	5.00	5.00	0.00	0.0%
Revenues	$332,921	$270,600	$285,000	$288,000	$17,400	6.4%
County Tax Levy	**$320,519**	**$215,251**	**$215,251**	**$183,502**	**($31,749)**	**-14.7%**
Expenditures	$577,672	$485,851	$469,790	$471,502	($14,349)	-3.0%
Rev. Over (Under) Exp.	$75,768	$0	$30,461	$0	-	N/A
Humane Animal						
Staffing (FTE)	1.58	1.58	1.58	1.58	0.00	0.1%
Revenues	$24,804	$50,000	$50,000	$50,000	$0	0.0%
County Tax Levy	**$89,892**	**$94,835**	**$94,835**	**$96,563**	**$1,728**	**1.8%**
Expenditures	$125,679	$144,835	$140,392	$146,563	$1,728	1.2%
Rev. Over (Under) Exp.	($10,983)	$0	$4,443	$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	$11,000	$0	$12,800	$0	$0	N/A
County Tax Levy	**$135,070**	**$137,764**	**$137,764**	**$139,838**	**$2,074**	**1.5%**
Expenditures	$127,294	$162,764	$161,129	$164,838	$2,074	1.3%
Rev. Over (Under) Exp.	$43,776	$0	$18,927	$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	5.43	5.42	5.42	5.42	0.00	0.0%
Revenues	$377,127	$429,300	$397,800	$422,300	($7,000)	-1.6%
County Tax Levy	**$286,074**	**$267,994**	**$267,994**	**$272,680**	**$4,686**	**1.7%**
Expenditures	$616,882	$697,294	$651,496	$694,980	($2,314)	-0.3%
Rev. Over (Under) Exp.	$46,319	$0	$15,973	$0	-	N/A
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00	0.0%
Revenues	$467,111	$458,300	$454,000	$473,000	$14,700	3.2%
County Tax Levy/(Credit)	**($102,518)**	**($107,291)**	**($107,291)**	**($107,014)**	**$277**	**N/A**
Expenditures	$375,310	$351,009	$350,182	$365,986	$14,977	4.3%
Rev. Over (Under) Exp.	($10,717)	$0	($3,473)	$0	-	N/A
Administrative Services						
Staffing (FTE)	8.50	8.39	8.39	8.07	-0.32	-3.8%
Revenues	$131,207	$153,300	$150,300	$126,552	($26,748)	-17.4%
County Tax Levy	**$656,638**	**$678,114**	**$678,114**	**$688,686**	**$10,572**	**1.6%**
Expenditures	$837,436	$831,414	$828,571	$815,238	($16,176)	-1.9%
Rev. Over (Under) Exp.	($47,658)	$0	$18,892	$0	-	N/A

Parks Programs

Program Description

The Parks program is responsible for the acquisition, development, operation, and maintenance of a natural resource based park system, which meets the open space, recreational, educational, and quality of life needs of the residents of Waukesha County. Program activities include the acquisition of park and open space land throughout the County, planning for new parks and existing park enhancements, daily operation of facilities and park specific recreation programs.

County-wide Key Strategic Outcome: A safe County
1-Objective: Provide for year-round safety of customers and employees (PLU Strategic Plan objective 1.1)

Key Outcome Indicators:

a. Average Pavement PCI rating of greater than 70
b. Full time staff certified in life safety training
c. Food service inspections with no risk violations

County-wide Key Strategic Outcome: An economically vibrant County
2-Objective: Provide recreational, educational and entertainment venues, activities and events to users of the park system facilities, which will meet the expectations of the citizens. (PLU Strategic Plan objective 2.2)

Key Outcome Indicators:

a. Park Program and Facility User survey should result in at least 80% customer service satisfaction for clean, safe and well-maintained buildings and grounds
b. Achieve a 3-year average net increase in park system revenues of 2.5%

County-wide Key Strategic Outcome: An environmentally responsible County
3-Objective: Implement environmentally sustainable policies and procedures that are fiscally responsible (PLU Strategic Plan objective 3.2)

Key Outcome Indicator:

a. Reduce fuel and maintenance costs associated with mowing of park areas and replace with native vegetation, such as wildflowers and grasses by 2 acres annually

County-wide Key Strategic Outcome: A County the provides customers with quality programs and services
4-Objective: Recruit and train volunteers to reduce operational costs and increase public involvement in the County Park System (Strategic Plan objective 6.2)

Key Outcome Indicator:

a. Increase volunteer hours by 5% annually

5-Objective: The Department of Parks and Land Use with the Waukesha County University of Wisconsin Extension will coordinate on the development of a request for proposals and selection of a reservation system to replace the existing system used by the Department of Parks and Land Use which will no longer be supported by the vendor. The reservation system will allow the public to reserve park facilities, register for programs and events and purchase park stickers and gift certificates online. (Strategic Plan objective 6.3)

Key Outcome Indicator:

a. Provide access for customers to make online reservations and increase the percent of customers making online reservations by 50%

Performance Measure:

Objective-KOI	Performance Measure:	2015 Benchmark	2015 Estimate	2016 Goal
1-a	Average Pavement PCI Rating	>71	78	78
1-b	Full-time staff trained in life safety	100%	100%	100%
1-c	Food service inspection violations	100%	100%	100%
2-a	Customer Satisfaction	80%	95%	85%
2-b	Park System Revenues	$1,262,488	$1,233,200	$1,380,150
3-a	Acres of Native Grass restoration	7.5	6.5	7.0
4-a	Volunteer Hours annually	10,815	10,000	10,100
5-a	Percent of customers making online Reservations	N/A	N/A	50%

Parks Programs (continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**62.90**	**61.40**	**61.40**	**61.35**	**(0.06)**
General Government	$25,577	$35,000	$33,000	$199,500	$164,500
Fine/Licenses	$10,180	$10,000	$10,000	$10,000	$0
Charges for Services	$1,161,291	$1,116,350	$1,095,200	$1,152,850	$36,500
Interdepartmental	$84,096	$97,600	$97,500	$108,600	$11,000
Other Revenue	$59,807	$14,200	$15,500	$15,853	$1,653
Appr. Fund Balance (a)(b)	$125,128	$32,100	$90,835	$35,000	$2,900
County Tax Levy (Credit)	**$3,402,434**	**$3,578,122**	**$3,578,122**	**$3,593,357**	**$15,235**
Total Revenues	**$4,868,513**	**$4,883,372**	**$4,920,157**	**$5,115,160**	**$231,788**
Personnel Costs	$3,117,783	$3,215,606	$3,208,445	$3,284,081	$68,475
Operating Expenses (a)	$589,303	$658,135	$656,665	$668,090	$9,955
Interdept. Charges	$797,056	$776,781	$776,372	$767,989	($8,792)
Fixed Assets (a)(b)	$328,641	$232,850	$351,000	$395,000	$162,150
Total Expenditures	**$4,832,783**	**$4,883,372**	**$4,992,482**	**$5,115,160**	**$231,788**
Rev. Over (Under) Exp.	$35,730	$0	($72,325)	$0	$0

(a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from Retzer Nature Center, Exposition Center and Grounds Maintenance program area to the Parks Programs area.

(b) 2015 estimates for expenditures exceed the adopted budget due to 2014 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

General Governmental revenues increase $164,500, related to a a $15,000 one-time state DNR grant for 50% cost share of construction of storm water pond, a $65,000 CDBG grant for ADA projects at university of Waukesha campus, a $25,000 CDBG grant for ADA projects on the government center campus and a one-time $59,500 CDBG grant to fund handicap accessible fishing pier project at Fox Brook Park. Fines and licenses, which are parking violations on County grounds, remain budgeted at $10,000.

Charges for Services revenues increase by $36,500, related to the following, an increase of $11,500 to $315,000 in annual stickers; an increase of $5,000 to $108,550 in camping fees; and land lease revenue increases of $10,000 to $105,300. In addition, charges for service also include daily entrance - $309,900; boat launch - $120,500; concessions - $86,000; reservation fee - $92,600; pedal boat rental - $5,000 and Swim lessons - $10,000. Overall park fees are increased by approximately 2.8% and include the following; annual stickers increase between $1 to $2 and reservation fees increase of approximately 9.0%. Reservation fee increases will be used to partially offset the costs associated with the new department wide reservation system. Included in Charges for Services are two fees being increased for 2016, Land Use Permits and Park Permit Violations. Land Use Permits allow for temporary or permanent access across County owned property, starting in 2016 the base permit fee will be $450 to reflect staff costs to gather information and to initiate permits. Park Permit Violations are used to notify individuals that they did not pay the daily park entrance fee while using the park, starting in 2016, a $2 penalty will be added to the stated park entrance fee for these violations.

Interdepartmental revenues include Parks staff time reimbursement for management assistance to Department's enterprise operations and budgeted at $108,600, an increase of $11,000 from the 2015 budget.

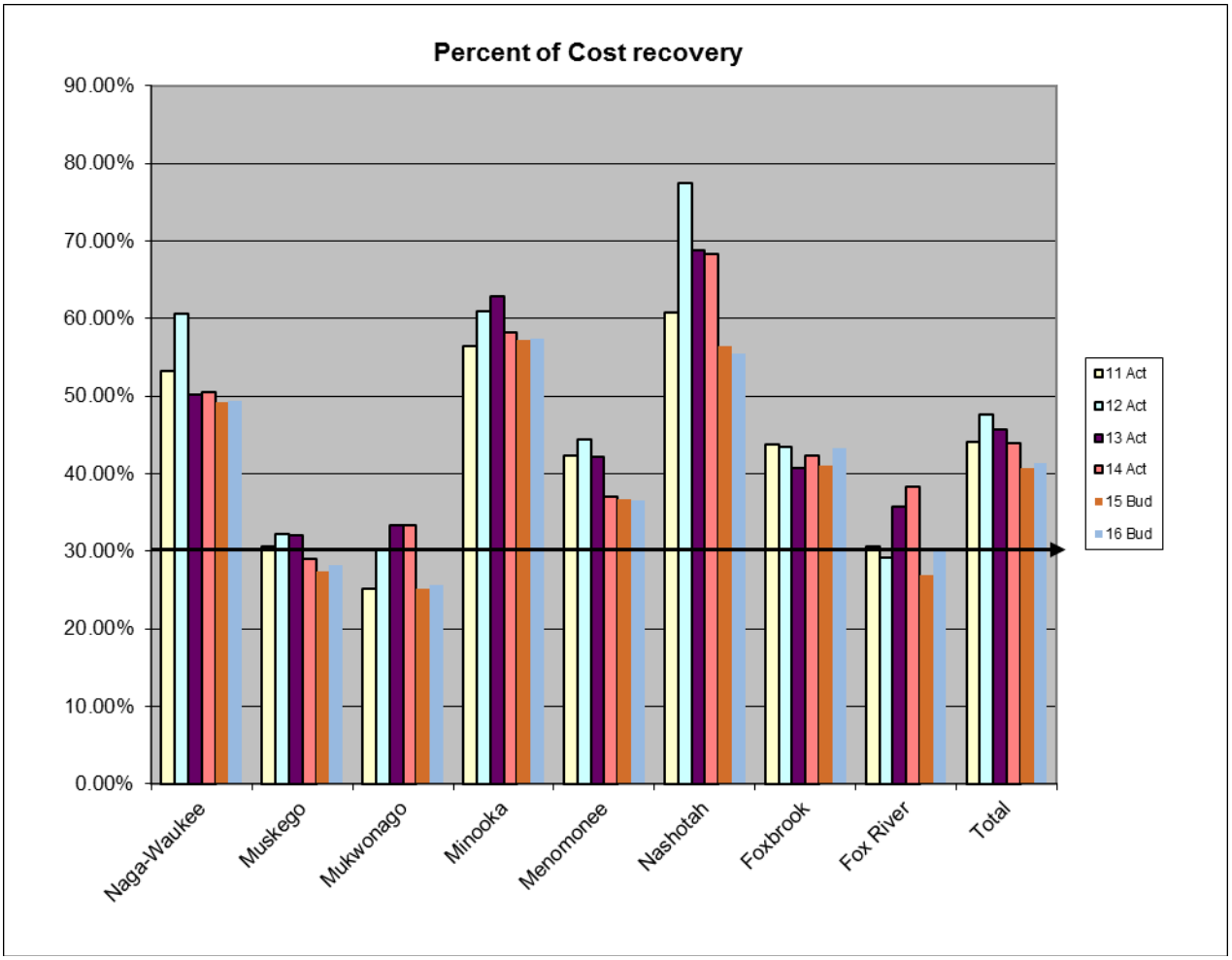
Other Revenues include $3,000 in general donations and $12,855 of miscellaneous park revenue. Appropriated fund balance includes $30,000 from general fund balance for 3 year maintenance plan projects and $5,000 from the Planetarium maintenance account.

Personnel costs increase nearly $68,500 or 2.1% to about $3,284,100 and include the cost to continue of existing staffing level, and a slight decrease in extra help hours. Operating expenditures increase approximately $10,000 to $668,090 mainly due to an increase of $11,500 in office equipment and park operations equipment. Interdepartmental charges are budgeted to decrease by almost $8,800 mainly due to a decrease of nearly $12,500 for communication charges and an approximately $8,800 reduction for vehicle related costs, which are partially offset with an increase of $7,700 for insurance allocation costs and $3,400 in computer cost of ownership charges. Fixed asset expenditures are budgeted to increase by $162,150 to $395,000 due to planned changes in the 3 year maintenance plan costs, including $30,000 for construction of storm water pond and $59,500 to fund handicap accessible fishing pier project at Fox Brook Park mentioned above.

Parks Programs (Continued)

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Daily Entrance Stickers	77,095	82,600	80,000	82,600	-
Annual Stickers	15,471	13,650	14,500	14,450	800
Family Camping	3,670	3,900	3,800	3,800	(100)
Group Camping	1,069	1,600	1,500	1,500	(100)
Reserved Picnics/ Pavilion/Lodge Rental	874	1,060	1,000	1,000	(60)
Annual Boat Launch Stickers	479	470	500	500	30
Daily Boat Launch	13,675	12,450	13,500	13,500	1,050

The preceding analysis excludes all capital and three-year Maintenance Plan items from expenditures. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. The charts indicate that expenditures have remained relatively stable and the park system has been able to maintain revenue recovery over a 5 year average, at approximately 44.9% of expenditure. The 2016 budget includes a cost recovery rate of 41.6%.



3-Year Maintenance and Major Projects Plan

Maintenance projects consist of repairs or improvements that are necessary for the maintenance of the County's grounds and park facilities. The Park and Land Use Department is responsible for identifying, scheduling, and performing the work necessary to complete the maintenance and improvement projects. These projects are different from capital projects in the frequency of the repair/improvement, the cost related to the project, and the inclusion of these projects in the department's annual operating budget. In order to plan for these expenditures on an annual basis and insure the continued maintenance of County grounds and park facilities, a three-year plan is developed to identify future projects and provide for a consistent annual budget.

Location	Project	2016 Plan	2017 Plan	2018 Plan
Expo Center	Facility repair and replacement	$1,500	$9,950	$35,850
Expo Center	Bleacher Replacement	$5,200	$10,400	$15,600
Expo Center	Plumbing/HVAC repair and replacement	$20,150	$7,600	$3,150
Expo Center	Fire Hydrant replacement	$20,000	$60,000	$0
Expo Center	Replace Cracked Meter Pit	$20,000	$0	$0
Grounds Maintenance	ADA projects at UWW (a)	$65,000	$0	$0
Grounds Maintenance	Government Center ADA projects (b)	$25,000	$0	$0
Grounds Maintenance	Grounds improvements	$12,500	$22,500	$7,500
Retzer	Planetarium Maintenance (c)	$5,000	$5,000	$5,000
Retzer	Boardwalk upgrades	$5,000	$20,000	$20,000
Retzer	Paint Learning Center	$0	$0	$20,000
Retzer	Plumbing/HVAC repairs and replacements	$5,000	$0	$0
Various Parks	Stripping/parking lot/pavement maintenance	$22,450	$15,050	$45,900
Fox Brook	ADA Accessible fishing Pier (d)	$59,500	$0	$0
Fox Brook	Facility repair and replacement	$8,000	$35,000	$15,000
Fox Brook	Plumbing/HVAC repairs and replacements	$0	$5,000	$46,000
Fox Brook	Install Storm water Pond (e)	$30,000	$0	$0
Fox Brook	Roof Replacement	$6,000	$0	$25,000
Fox River	Facility repair and replacement	$11,700	$0	$0
Fox River	Plumbing/HVAC repair and replacement	$3,000	$0	$0
Menomonee	Water Study	$30,000	$0	$0
Menomonee	Fertilizer Storage Building improvements	$70,000	$0	$0
Menomonee	Facility repair and replacement	$0	$0	$20,000
Minooka	Facility repair and replacement	$3,000	$3,000	$2,000
Mukwonago	Bridge construction	$0	$25,000	$0
Mukwonago	Facility repair and replacement	$5,000	$19,000	$20,000
Mukwonago	Barn Painting	$0	$25,000	$0
Mukwonago	Plumbing/HVAC repair and replacement	$0	$13,000	$0
Mukwonago	Berg Property Demolition	$45,000	$0	$0
Mukwonago	School Section Boat Ramp Improvements(f)	$0	$25,000	$0
Muskego	Facility repair and replacement	$2,500	$15,000	$29,000
Nagawaukee	Facility repair and replacement	$8,000	$18,000	$13,000
Nagawaukee	Plumbing/HVAC repair and replacement	$4,500	$0	$5,500
Nashotah	Facility repair and replacement	$0	$7,500	$0
	PLAN TOTAL	**$493,000**	**$341,000**	**$328,500**

(a) Project costs are offset with a $65,000 CDBG grant.
(b) Project costs are offset with a $25,000 CDBG grant.
(c) Planetarium maintenance of $5,000 is fund balance designated for this purpose.
(d) Project costs are offset with a $59,500 CDBG grant.
(e) Project costs are partially offset with a $15,000 State DNR grant
(f) Project costs are partially offset with a $12,500 State DNR grant.

PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Estimated Operating Impact	A=Annual T=One-Time
200014	Bikeway Improvement	2016	$4,095,000	95%	TBD	A
201106	Menomonee Main Building Demolition	2014	$325,000	100%	$0	T
201208	Energy Efficiency Improvements	2017	$1,435,200	70%	TBD	A
201407	Waukesha-Brookfield trail	2018	$3,216,000	10%	TBD	A
201408	Beach Area Renovation	2015	$15,000	100%	TBD	A
201406	Pavement Management	2022	$3,500,000	0%	$0	NA
201504	Camp Pow Wow Expansion	2020	$750,000	0%	$0	A
201602	Minooka Restroom Shelter	2017	$497,200	0%	$0	A
201605	Menomonee Beach House Renovations	2018	$957,000	0%	$0	A
201606	Retzer Nature Center Remodeling	2016	$356,000	0%	$0	A
201607	Lake Country Trail Underpass	2017	$1,820,000	0%	$0	A
200824	Pavement Management Plan	2017	$2,400,000	Ongoing	$0	NA

General County Grounds Maintenance

Program Description

The Grounds Maintenance is responsible for the maintenance of a safe, clean and aesthetically pleasing manner for the Government Center, Northview Grounds, Radio Tower Site, Mental Health Center, and Eble Ice Arena.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**7.73**	**7.59**	**7.59**	**7.34**	**(0.25)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$264	$0	$0	$0	$0
Appr. Fund Balance (a)	$60,000	$0	$0	$0	$0
County Tax Levy (Credit)	**$638,099**	**$641,521**	**$641,521**	**$638,314**	**($3,207)**
Total Revenues	**$698,363**	**$641,521**	**$641,521**	**$638,314**	**($3,207)**
Personnel Costs	$385,010	$331,072	$334,122	$318,771	($12,301)
Operating Expenses (a)	$155,696	$123,520	$130,800	$124,725	$1,205
Interdept. Charges	$201,941	$186,929	$184,929	$194,818	$7,889
Fixed Assets (a)	$0	$0	$0	$0	$0
Total Expenditures	**$742,647**	**$641,521**	**$649,851**	**$638,314**	**($3,207)**
Rev. Over (Under) Exp.	($44,284)	$0	($8,330)	$0	$0

a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from the Grounds Maintenance program area to the Parks Programs area.

Program Highlights

Personnel costs decrease $12,300 due to the unfunding of a 0.25 FTE Parks Maintenance Worker position, partially offset by the cost to continue existing staff levels. Operating expenses increase $1,200 mainly due to a $4,000 increase in salt which is partially offset by a reduction of almost $2,800 for small tools. Interdepartmental charges increase about $7,900, mostly due to an $8,000 increase in vehicle ownership costs.

General County Grounds Maintenance (Continued)

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	45	45	45	45	-
Sq Ft- Sidewalk/Entrances	115,530	115,530	115,530	115,530	-

Retzer Nature Center

Program Description

Retzer Nature Center is responsible for development, operation and maintenance of a land based nature center focused upon environmental education, natural land management, plant community restoration and wildlife habitat improvement. The primary goal is to provide maximum customer enjoyment and understanding of the County's significant natural resources while maintaining and enhancing the quality of those features.

County-wide Key Strategic Outcome: An environmentally responsible County

1-Objective: Increase attendance at and satisfaction with environmental education programs presented at the Retzer Nature Center and parks.

Key Outcome Indicator:

a. Exit survey results from educational programming that indicate high satisfaction with attended programs and a desire to attend future programming.
b. Increase number of attendees in environmental classes by 5% annually.

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Program Attendance	6,738	6,825	6,825	7,190	365

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**8.99**	**8.80**	**8.80**	**8.80**	**0.01**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$108,921	$77,200	$73,450	$77,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$111,030	$58,000	$50,000	$58,000	$0
Appr. Fund Balance (a)	$38,260	$0	$178	$0	$0
County Tax Levy (Credit)	**$583,575**	**$599,619**	**$599,619**	**$586,037**	**($13,582)**
Total Revenues	**$841,786**	**$734,819**	**$723,247**	**$721,237**	**($13,582)**
Personnel Costs	$449,056	$469,068	$468,375	$478,194	$9,126
Operating Expenses (a)	$128,372	$153,050	$160,630	$142,150	($10,900)
Interdept. Charges	$83,920	$101,451	$99,201	$100,893	($558)
Fixed Assets (a)	$17,842	$11,250	$12,000	$0	($11,250)
Total Expenditures	**$679,190**	**$734,819**	**$740,206**	**$721,237**	**($13,582)**
Rev. Over (Under) Exp.	$162,596	$0	($16,959)	$0	$0

a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from the Retzer Nature Center program area to the Parks Programs area.

Program Highlights

Charges for Services revenues are budgeted to remain at 2015 budgeted levels of $77,200 and include workshop and special event fees of $51,200; land and office rental fees totaling $10,000; and $16,000 from the Waukesha School District for Parks staff maintenance of the planetarium facility. Other Revenues are also budgeted to remain at 2015 budgeted levels of $58,000 and include $32,000 in birdseed sale; $18,000 of bookstore merchandise sale and $8,000 in miscellaneous revenue.

Personnel costs are budgeted to increase by approximately $9,100 to fund the cost to continue existing staffing levels. Operating costs decrease $10,900 mainly due to a decrease of $10,400 for small equipment and a decrease of $3,500 for

Retzer Nature Center (Continued)

merchandise for resale costs partially offset by a $2,900 increase in maintenance and supply costs. Interdepartmental charges decrease approximately $550 mainly due to decreases related to postage of $2,000, which are partially offset with increases in computer maintenance and replacement costs of nearly $1,300. Fixed asset expenses decrease $11,250 due to a one-time backup generator system purchase in 2015.

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Apple harvest festival attendance	4,297	5,000	5,000	5,000	-
Site Evaluations	4	5	5	5	-
Bird Seed Bags Sold	1,515	1,650	1,600	1,600	(50)

Exposition Center

Program Description

Provides facilities for recreational, educational, and entertainment events to citizens, businesses, and government groups.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**8.83**	**8.63**	**8.63**	**8.63**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$524,482	$550,000	$550,000	$550,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$10,000	$10,000	$87,037	$10,000	$0
County Tax Levy (Credit)	**$250,003**	**$149,598**	**$149,598**	**$147,675**	**($1,923)**
Total Revenues	**$784,485**	**$709,598**	**$786,635**	**$707,675**	**($1,923)**
Personnel Costs	$417,745	$448,222	$445,866	$458,886	$10,664
Operating Expenses (a)	$209,871	$208,600	$208,275	$196,325	($12,275)
Interdept. Charges	$60,205	$52,776	$52,601	$52,464	($312)
Fixed Assets (a)	$0	$0	$0	$0	$0
Total Expenditures	**$687,821**	**$709,598**	**$706,742**	**$707,675**	**($1,923)**
Rev. Over (Under) Exp.	$96,664	$0	$79,893	$0	$0

a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from the Exposition Center program area to the Parks Programs area.

Program Highlights

Charges for services revenue remains at the 2015 level of $550,000. Fees will be adjusted as necessary to maintain a competitive market position. A general fund balance appropriation of $10,000 is included in 2016 to fund expenditures for a table and chair replacement program.

Personnel costs increase approximately $10,700 mainly due to the cost to continue existing staff levels. Operating expenses decrease $12,300 mainly due to reductions of $6,000 in utility costs, $2,000 for small equipment, $1,500 in contracted services, and $700 in supplies.

Exposition Center (Continued)

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Banquet/Wedding	7	7	7	6	(1)
Consumer Sales	31	36	36	37	1
Entertainment/Sporting	8	10	10	12	2
Fundraiser	4	2	2	2	-
Grounds Events	8	8	8	7	(1)
Hobby Shows	8	6	6	6	-
Meetings	39	42	42	42	-
Religious	3	3	3	3	-
Seminar	1	1	1	1	-
Trade Show	3	3	5	3	-
4 H	64	66	66	66	-
County Sponsored	21	22	22	22	-

Planning & Zoning, Enforcement

Program Description

Provide for the administration and preparation of a variety of land use related planning efforts. These efforts include land use planning and zoning assistance to the public and communities, and implementation and update of the County Development Plan.

Administration and enforcement of the Waukesha County Zoning Code, the Waukesha County Shoreland and Floodland Protection Ordinance, the Waukesha County Shoreland and Floodland Subdivision Control Ordinance and the Waukesha County Airport Height Ordinance. Review of subdivision and certified survey maps for compliance with applicable statutes, codes, the County Development Plan and ordinances. Prepare recommendations for rezoning, conditional use, and conduct site plan and plan of operation reviews.

County-Wide Key Strategic Outcome: A well planned County

1-Objective: Foster a well-planned County through optimal distribution of business, industry, and housing land uses, while preserving natural resources, prime agricultural lands, and open space. (PLU Strategic Plan objective 4.1)

Key Outcome Indicators:

a. Updated Farmland Preservation Zoning codes by end of 2015.
b. 100% of approved rezones are consistent with the County Comprehensive Plan, Farmland Preservation Plan and Shoreland Code requirements.
c. New Shoreland and Floodland Protection Ordinance provisions to ensure compliance with the State's new Shoreland Zoning law, which requires an amended ordinance by end of 2016.

Performance Measures:

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Benchmark Goal				
% of rezones consistent with development plan	100%	100%	100%	100%
Zoning actions consistent with Primary Environmental Corridor standards	100%	100%	100%	100%
Zoning actions consistent with Floodland protection standards	100%	100%	100%	100%
Zoning actions consistent with Park and Open Space Plan goals	100%	100%	100%	100%

Planning & Zoning, Enforcement (continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**9.50**	**9.50**	**9.50**	**9.00**	**(0.50)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$102,435	$85,000	$87,700	$76,300	($8,700)
Charges for Services	$48,443	$40,000	$49,525	$55,500	$15,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,721	$2,500	$1,500	$1,500	($1,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$746,017**	**$753,287**	**$753,287**	**$740,103**	**($13,184)**
Total Revenues	**$899,616**	**$880,787**	**$892,012**	**$873,403**	**($7,384)**
Personnel Costs	$772,967	$810,594	$785,680	$804,346	($6,248)
Operating Expenses	$13,084	$19,500	$17,500	$17,700	($1,800)
Interdept. Charges	$61,177	$50,693	$49,042	$51,357	$664
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$847,228**	**$880,787**	**$852,222**	**$873,403**	**($7,384)**
Rev. Over (Under) Exp.	$52,388	$0	$39,790	$0	$0

Program Highlights

Fines and license revenue, which include zoning permit fee revenues totaling $76,300, are budgeted to decrease $8,700. The decrease is mainly due to projecting that the Town of Vernon will likely adopt its own zoning code.

Charges for Services revenue increases $15,500 related to an increase in subdivision review fees to $41,500 based on an increase in program activity. Also included are $14,000 in reimbursements for direct staff time providing planning assistance to municipalities. Other revenue of $1,500 is budgeted from the sale of maps, a decrease of $1,000 based on prior year experience and current year estimates.

Personnel costs decrease approximately $6,200 due to the unfunding of a vacant 1.00 FTE Administrative Assistant position partially offset by a funding increase for a previously unfunded 0.50 FTE Senior Land Use Specialist position in an effort to better manage the workload in the program area, as well as the cost to continue existing staff levels. The budget also reclassifies a 1.00 FTE Senior Land Use Specialist to a 1.00 FTE Land use Specialist, in an effort to more effectively manage costs while maintaining appropriate program coverage. Operating expenses are being decreased $1,800 to $17,700 mainly due to a slight reduction in staff development and legal notice costs. Interdepartmental charges increase $664 mainly due to an increase in computer ownership charges.

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
No. of Conditional Use reviews	18	20	25	15	-5
No. of Zoning Violations pursued	122	130	100	110	-20
Site Plan reviews	47	40	40	30	-10

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
No. of Zoning Permits	509	400	450	375	-25
No. of Board of Adjustment cases	56	45	42	45	-
No. of Certified Survey Maps (CSMs) reviewed	29	25	26	25	-
No. of Subdiv. Plat Reviews	40	32	30	35	3

Environmental Health

Program Description

Provide management and clerical support to Environmental Health, Humane Animal Program, Hazardous Material, Laboratory, Licensing and Septic/Well sections. Administer the Safe Drinking Water Act (SDWA) grant, Wisconsin Fund grant, Radon grant and laboratory and the Private Sewage System maintenance program.

County-Wide Key Strategic Outcome: A safe County

1-Objective: Annually sample public water supply systems for the presence of coliform bacteria and nitrates in order to assure the public that water served from public water systems is safe.

Key Outcome Indicator: Transient Non-Community public water systems in Waukesha County are sampled annually for the presence of coliform bacteria and nitrates. These public water systems include restaurants, parks, churches, and other facilities of public use. Annual sampling assures the public that water served at these facilities is safe to drink. In addition, a complete inspection of each water system is conducted once every five years.

Performance Measure: Sample and report on 100% of Transient Non-Community public water supply systems.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
System samples	447	450	460	450
% sampled	100%	100%	100%	100
% with coliform bacteria	2.0%	2.5%	<2.0%	2.0%
% with nitrates	0%	<.1%	<.1%	<..1%

County-Wide Key Strategic Outcome: An environmentally responsible County

2-Objective: Operate a mandatory maintenance program for the estimated 38,000 private sewage systems, notifying system owners of the need for maintenance every three years.

Key Outcome Indicator: Every three years, notices are sent to property owners reminding them of the requirement to pump and/or inspect their private sewage system. Proper maintenance of the private sewage system will help prevent premature failure of the private sewage system.

Performance Measure: Receive verification that maintenance has been conducted on 85% of the private sewage systems notified through maintenance notification.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Maintenance cards sent	8,000	10,000	9,000	12,000
Number returned	6,500	9,000	8,100	10,800
% Returned (a)	81%	90%	90%	90%

(a) The number of maintenance reports filed may not accurately represent a percent of maintenance notices sent. Maintenance reports may be submitted for properties recently added to the tracking program, but no notice has been sent.

3-Objective: Inventory private sewage systems that were installed before July 1, 1979 to comply with WI Statute 145.20(5)(am) for inclusion in the Mandatory Maintenance Program.

Key Outcome Indicator: Continued maintenance of software related to permit tracking for Private On-site Waste Treatment Systems (POWTS) will allow the efficient inventory of the estimated 16,000 additional POWTS.
Performance Measure:

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Inventory Private Sewerage Systems Installed before July 1, 1979 (a)	85%	95%	95%	98%

(a) Due to transitioning to the new permit tracking software and extension of the requirement set forth in WI Statute 145.20(5)(am), the inventory process is taking longer than expected.

Environmental Health (Continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.42**	**4.41**	**4.41**	**4.01**	**(0.40)**
General Government	$39,432	$50,000	$40,400	$40,000	($10,000)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$68,335	$66,000	$64,000	$64,000	($2,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$122	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$329,301**	**$332,844**	**$332,844**	**$360,312**	**$27,468**
Total Revenues	**$437,190**	**$448,844**	**$437,244**	**$464,312**	**$15,468**
Personnel Costs	$298,536	$344,965	$344,426	$369,759	$24,794
Operating Expenses	$47,489	$61,300	$50,500	$51,600	($9,700)
Interdept. Charges	$41,278	$42,579	$41,364	$42,953	$374
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$387,303**	**$448,844**	**$436,290**	**$464,312**	**$15,468**
Rev. Over (Under) Exp.	$49,887	$0	$954	$0	$0

Program Highlights

General Government revenues decrease $10,000 related to a State budget reduction to the Wisconsin Fund, a septic system replacement program run by the State intended to help lower income County residents replace failing septic systems. Due to State budget cuts, funding has been reduced $9,000 from to $26,000 in 2016. Also included is $14,000 budgeted for the State's Radon Grant to cover staff time and other costs related to providing radon education services to area residents, a reduction of $1,000 from the 2015 budget.

Charges for Services decrease $2,000 related to a reduction in radon kit sales to $13,000, and also includes $50,000, in state reimbursements for water samples examined in accordance with the Safe Drinking Water Act, and $1,000 related to the lead program.

Personnel costs increase about $24,800 related to the transfer in of an Environmental Health Supervisor position from the Septic/Well/Lab program as well as the cost to continue of existing positions, partially offset by the reclassification and transfer of a Groundwater Program Coordinator to a Lead Environmental Health Sanitarian to the Septic/Well/Lab program, and a $9,000 or 0.40 FTE reduction in extra help and overtime funding.

Operating expenses decrease $9,700 mainly due to the reduction in the Wisconsin Fund septic system replacement program mentioned above.

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
WI Fund Grant (Septic Replacements)	5	5	3	3	(2)
# of on-site septic systems under Mandatory Maintenance (a)	33,000	38,000	37,000	37,000	(1,000)

(a) Per WI Statute 145.20(5)(am), the increase in these numbers is due to the inclusion of private sewage systems that were installed prior to July 1,1979.

Licensing

Program Description

Provide protection to the public health by licensing, inspection, and education of restaurants, retail food establishments, hotels/motels/tourist rooming houses, bed and breakfast establishments, public pools, recreational-educational camps and campgrounds.

County-wide Key Strategic Outcome: A Safe County

1-Objective: Reduce occurrences of foodborne illness through reduction of risk factor violations. (PLU Strategic Plan objective 1.2)

Key Outcome Indicator: Using State of Wisconsin Guidance set forth in DHS 196 of the Wisconsin Administrative Code; amend the restaurant license categories so that they are based upon the complexity of the restaurant. The higher the number of risk factors, the higher the complexity. Update procedures regarding the current inspection frequency of once per year per establishment to risk-based inspection. Increase the inspection frequency of the moderate and complex food establishments while decreasing the inspection frequency of the pre-packaged and simple restaurants.

Performance Measure: 10% reduction in risk factor violation (identified by the Center of Disease Control as the most often responsible for foodborne illness outbreaks) average

Measure	Year 2015 Benchmark	Year 2016 Goal	Year 2017 Goal
Risk Factor Violation Average	45%	35%	35%

2-Objective: The department, through a combination of technology improvements, vendor education and cross training of staff, will assure the continuation of quality inspections of all licensed food establishments, efficient follow-up of complaints, and pro-active engagement with the owners and operators of restaurants and retail food establishments.

Key Outcome Indicator: Using the Voluntary National Retail Food Regulatory Program, Standard No. 8 as a guide, the department goal is to provide one FTE for every 280-352 licensed food inspections / consultations.

Note: Inspections for purposes of this ratio calculation include routine inspections, re-inspections, complaint investigations, outbreak investigations, compliance follow-up inspections, risk assessment reviews, process reviews, variance process reviews and other direct establishment contact time such as on-site training.

Performance Measure: FDA Voluntary Standard No. 8 indicates a staffing level of one FTE for every 280-320 licensed food inspections performed annually. Factoring in a “plus 10%” for program surges (low interest rates and increased new and change of operator activity), 280-352 licensed food inspections/consultations by FTE**.**

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of licensed food establishments	1,571	1,550	1,550	1,550
Number of inspections & consultations	2,717	2,600	2,600	2,600
# of preinspections/inspections/consultations per Inspector	388	371	371	371

Licensing (continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**7.64**	**7.63**	**7.63**	**7.63**	**(0.00)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$741,521	$679,000	$702,000	$729,500	$50,500
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$4,442	$4,100	$4,600	$4,100	$0
Other Revenue	$0	$500	$500	$500	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($59,094)**	**($55,648)**	**($55,648)**	**($111,043)**	**($55,395)**
Total Revenues	**$686,869**	**$627,952**	**$651,452**	**$623,057**	**($4,895)**
Personnel Costs	$468,888	$560,054	$547,257	$553,139	($6,915)
Operating Expenses	$29,649	$31,200	$30,300	$32,200	$1,000
Interdept. Charges	$33,521	$36,698	$36,598	$37,718	$1,020
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$532,058**	**$627,952**	**$614,155**	**$623,057**	**($4,895)**
Rev. Over (Under) Exp.	$154,811	$0	$37,297	$0	$0

(a) Tax Levy (Credit) reflects revenues over expenses, which are used to offset expenses within other PLU department programs.

Program Highlights

License revenues increase $50,500 primarily due to an increase in restaurant license/inspection revenues by $30,000 to $490,000, due to an approximately 5.4% increase in program fees. Retail food license revenues have been increased $14,000 to $157,000 mainly due to an approximately 4.9% increase in fees. Lodging and campground license fee revenues have been increased $6,500 to $82,500 mainly due to an approximately 2.5% increase in program fees.

Personnel costs decrease about $6,900, mainly due to the cost to continue existing staff levels and staff turnover. Operating expenses increase $1,000 due to a one-time computer equipment purchase. Interdepartmental charges increase about $1,000 mainly due to computer ownership cost allocation.

Activity Data

# of Inspections/Consultations Performed	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
# of Restaurants	2,018	2,000	2,000	2,000	-
# of Retail Foods	699	625	650	650	25
# of School Food Services	169	120	130	130	10
# of Lodging	58	50	50	50	-
# of Public Pool, Camp & Rec/ED camp	268	275	275	275	-

# of Establishment Licenses issued	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Restaurants					
Temporary	108	120	110	110	(10)
Prepackaged	60	60	60	60	-
Full Service	937	925	925	925	-
Retail Food					
No Processing	146	120	120	120	-
Processing	320	315	315	315	-
Lodging					
Hotel/Motel	40	40	40	40	-
Bed and Breakfast	3	4	4	4	-
Tourist Rooming House	5	4	4	4	-
Recreation					
Public Pools	224	205	205	210	5
Campground / Rec Ed. Camps	19	18	18	18	-

Septic/Well/Lab Programs

Program Description

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with (Wisconsin Department of Natural Resources Administrative Code) NR 812 and/or (Wisconsin Department of Safety and Professional Services) Comm. 83 requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.

County-wide Key Strategic Outcome: A safe County

1-Objective: Same day reporting of bacteriologically unsafe sample results to property owners.

Key Outcome Indicators: Owner collected water samples brought in for bacteriological analysis will result in notification during the same day results indicate a bacteriologically unsafe result.

Performance Measure: Inform property owners of drinking water quality concerns.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of unsafe samples	160	75	60	75
Number of owner-collected samples	937	500	400	500
% Reported same day	100%	100%	100%	100%

County-wide Key Strategic Outcome: An environmentally responsible County

2-Objective: Inspect private sewage systems at the time of installation.

Key Outcome Indicator: After a sanitary permit is issued by the Division, a licensed plumber will install the sewage system. Plumbers are requested to call for an inspection appointment a day prior to the needed inspection.

Performance Measure: Inspect 100% of permitted private sewage system installations.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of systems inspected	384	310	360	350
% systems inspected on same-day	100%	100%	100%	100%

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**6.00**	**5.00**	**5.00**	**5.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$252,808	$195,000	$210,000	$210,000	$15,000
Charges for Services	$80,113	$72,600	$72,000	$75,000	$2,400
Interdepartmental	$0	$2,000	$2,000	$2,000	$0
Other Revenue	$0	$1,000	$1,000	$1,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$320,519**	**$215,251**	**$215,251**	**$183,502**	**($31,749)**
Total Revenues	**$653,440**	**$485,851**	**$500,251**	**$471,502**	**($14,349)**
Personnel Costs	$500,027	$396,472	$380,961	$379,477	($16,995)
Operating Expenses	$35,798	$47,100	$46,600	$47,100	$0
Interdept. Charges	$41,847	$42,279	$42,229	$44,925	$2,646
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$577,672**	**$485,851**	**$469,790**	**$471,502**	**($14,349)**
Rev. Over (Under) Exp.	$75,768	$0	$30,461	$0	$0

Septic/Well/Lab Programs (Continued)

Program Highlights

License revenue consists of septic permit revenues and increase $15,000, mainly due to an increase in program activity and a 2.4% fee increase. Charges for Service revenues are budgeted at $75,000 and include $50,000 in water sample fees and $25,000 for preliminary site assessment fees.

Personnel costs decrease $16,995 reflecting the transferring out of 1.00 FTE Environmental Health Supervisor to the Environmental Health program area, as well as the reclassification and transfer in of a Groundwater Program Coordinator to a Lead Environmental Health Sanitarian from the Environmental Health program area, further offset by the cost to continue of remaining positions.

Interdepartmental charges are budgeted to increase about $2,600 due to a $1,500 increase in communication costs and a $1,360 increase in computer ownership charges.

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	190	185	175	185	-
Mound	154	185	175	185	-
Holding Tank	21	30	15	15	(15)
At Grade	7	5	5	5	-
Pressure Distribution	-	5	5	5	-

Humane Animal

Program Description

Provide education, advice and enforcement on animal neglect/welfare issues and follow up on animal bite reports with appropriate animal quarantines and rabies investigations.

County-Wide Key Strategic Outcome: A safe County

1-Objective: When necessary, ensure animal bite victims receive critical and time sensitive post-exposure rabies treatment. (PLU Strategic Plan objective 1.4)

Key Outcome Indicator: After receiving notice of an animal bite, contact the animal owner to initiate quarantine of the animal and observe the animal during the quarantine period for signs of rabies. When necessary, the animal will be sacrificed and examined for rabies. Enforce rabies vaccination of animals as required and advise bite victims to seek medical advice regarding treatment after a bite.

Performance Measure: Within 48 hours 100% of reported bite victims are advised to seek medical advice.

	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of reported animal bites	638	600	600	600
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	44	40	40	40	-
Humane complaints	173	240	200	200	(40)

Humane Animal (continued)

2-Objective: Reduce occurrences of animal abuse and neglect. (PLU Strategic Plan objective 1.5)

Key Outcome Indicator: Provide education, advice, and enforcement on animal welfare, neglect and cruelty, by investigating reported incidents within 48 hours. Provide public education opportunities regarding animal welfare. Refer criminal animal neglect and abuse to the local law enforcement authority. As the population of Waukesha County ages we anticipate encountering more occurrences of hoarding, a mental health disorder most often seen in the elderly. We will create a committee to address issues surrounding general and animal hoarding cases, which will consist of personnel from both Environmental Health and Health and Human Services. Monitor animal welfare cases to prevent re-occurrences from happening.

Performance Measure: a 10% reduction in behavior reversion of past offenders

Measure	Year 2015 Benchmark	Year 2016 Goal	Year 2017 Goal
10% Reduction in behavior reversion	6.0%	4.0%	4.0%

Activity Data

	2014 Actual	2015 Target	2015 Estimate	2016 Target
# Reports animal abuse/neglect	173	225	200	200
% followed up within 48 hours	90%	90%	90%	90%

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.58**	**1.58**	**1.58**	**1.58**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$24,804	$50,000	$50,000	$50,000	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$89,892**	**$94,835**	**$94,835**	**$96,563**	**$1,728**
Total Revenues	**$114,696**	**$144,835**	**$144,835**	**$146,563**	**$1,728**
Personnel Costs	$101,148	$109,657	$107,064	$112,683	$3,026
Operating Expenses	$11,733	$19,300	$17,600	$18,150	($1,150)
Interdept. Charges	$12,798	$15,878	$15,728	$15,730	($148)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$125,679**	**$144,835**	**$140,392**	**$146,563**	**$1,728**
Rev. Over (Under) Exp.	($10,983)	$0	$4,443	$0	$0

Program Highlights

License revenue consists of dog license surcharge revenues of $50,000, unchanged from the 2015 budget.

Personnel costs increase $3,026 due to the costs to continue existing staff levels. Operating expenses decrease $1,150 mainly due to a $1,000 reductions in budgeted medical expenses.

Hazardous Material

Program Description

Reviews and assesses the purchase, storage, use and disposal of hazardous materials controlled by the County to assure compliance with all applicable Federal, State and local environmental laws. Performs or contracts for environmental assessment services used in the property transactions involving the County. Coordinates environmental remediation services for County projects and County facilities.

County-Wide Key Strategic Outcome: An environmentally responsible County

1-Objective: To ensure groundwater and surface water quality protection, and maintain code compliant County petroleum storage tank and chemical storage facilities. (PLU Strategic Plan objective 3.4)

Key Outcome Indicator: Percent of sites with no violations noted on annual Department of Agriculture, Trade and Consumer Protection Tank Inspection Reports for County facilities.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
% of County petroleum storage tanks and chemical storage facilities that are code compliant	100%	100%	95%	100%

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.90**	**0.90**	**0.90**	**0.90**	**0.00**
General Government	$0	$0	$12,800	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$11,000	$0	$0	$0	$0
Appr. Fund Balance	$25,000	$25,000	$29,492	$25,000	$0
County Tax Levy (Credit)	**$135,070**	**$137,764**	**$137,764**	**$139,838**	**$2,074**
Total Revenues	**$171,070**	**$162,764**	**$180,056**	**$164,838**	**$2,074**
Personnel Costs	$92,158	$94,631	$94,521	$97,466	$2,835
Operating Expenses	$24,473	$57,300	$55,675	$56,300	($1,000)
Interdept. Charges	$10,663	$10,833	$10,933	$11,072	$239
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$127,294**	**$162,764**	**$161,129**	**$164,838**	**$2,074**
Rev. Over (Under) Exp.	$43,776	$0	$18,927	$0	$0

Program Highlights

General Fund Balance of $25,000 is budgeted to fund the Land Recycling Program. This program is designed to identify, clean up and market those tax delinquent properties having redevelopment potential.

Personnel costs increase $2,835 related to the cost to continue existing staff levels. Operating expenses decrease $1,000 and include $25,000 to conduct environmental reconnaissance for site assessments on properties the County is considering acquiring to determine if and how much pollution has contaminated the site and $25,000 for the Land Recycling Program mentioned above.

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	64	60	48	50	(10)
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	53	53	53	53	-
Monitor for Compliance—Under Ground	6	6	6	6	-

Land & Water Conservation

Program Description

Control soil erosion, storm water runoff, flooding and water pollution from construction sites, land developments, farmland and non-metallic mining operations. Accomplish this by enforcing county ordinances and providing technical assistance, education programs and cost-sharing grants to landowners, municipalities, school and lake districts. Implement state nonpoint pollution performance standards on new construction sites and farmland mandated under Chapter NR 151, and mine reclamation regulations under Chapter NR 135. Facilitate watershed protection planning efforts to protect targeted water resources. Promote citizen action to protect water quality through a variety of conservation educational programs targeting youth and adult audiences, including citizen stream monitoring and a storm water education program mandated under Chapter NR 216. Preserve prime farmland and environmental corridors in cooperation with local land use, park and open space planning efforts. Assist farmers with crop damage caused by managed wildlife through a USDA contract.

Multi-year program objectives and planned activities are contained in the Waukesha County Land and Water Resource Management Plan. By state law (Chapter ATCP 50), this long-range plan is periodically updated and adopted by the County Board. Cooperative agreements with municipalities and partner organizations, and a variety of federal, state and local programs and grants help implement the plan.

County-Wide Key Strategic Outcome: An environmentally responsible County

1-Objective: Implement State urban and agricultural non-point pollution control performance standards and prohibitions under Chapters NR 151, NR 216 and ATCP 50 of Wisconsin Administrative Code.

Key Outcome Indicator: Complete storm water permit application reviews within benchmark response times specified in county ordinance (measured in working days).

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
For storm water permit sites >/= 1 acre. Benchmark = 20 working days.	9	10	10	10
For storm water permit sites< 1 acre. Benchmark = 10 working days.	5	8	6	7

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**5.43**	**5.42**	**5.42**	**5.42**	**(0.00)**
General Government	$191,420	$202,000	$201,500	$195,000	($7,000)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$123,279	$101,000	$106,000	$107,000	$6,000
Interdepartmental	$15,290	$15,300	$15,300	$15,300	$0
Other Revenue	$47,138	$111,000	$75,000	$105,000	($6,000)
Appr. Fund Balance	$0	$0	$1,675	$0	$0
County Tax Levy (Credit)	**$286,074**	**$267,994**	**$267,994**	**$272,680**	**$4,686**
Total Revenues	**$663,201**	**$697,294**	**$667,469**	**$694,980**	**($2,314)**
Personnel Costs	$504,760	$496,310	$493,840	$498,950	$2,640
Operating Expenses	$65,542	$156,900	$110,650	$148,250	($8,650)
Interdept. Charges	$46,580	$44,084	$47,006	$47,780	$3,696
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$616,882**	**$697,294**	**$651,496**	**$694,980**	**($2,314)**
Rev. Over (Under) Exp.	$46,319	$0	$15,973	$0	$0

Land & Water Conservation (continued)

Program Highlights

General Government revenues are budgeted to decrease $7,000 to $195,000 mainly related to a decrease of $12,000 for a pass-through grant from the state to cost-share the installation of conservation practices and meet state water runoff pollution control standards (Nonpoint Grant). This is partially offset by a $5,000 increase to $160,000 for the State Department of Agriculture, Trade and Consumer Protection (DATCP) staffing grant which is used to help offset a portion of land and water conservation staffing costs. General Government revenues also includes a $15,000 pass-through grant to fund expenses related to the Wildlife Damage program.

Charges for Service revenues increase $6,000 to $107,000 mainly based on a $5,000 increase to $35,000 in storm water permit revenues based on current activity levels. Charges for service also include $57,000 from 25 municipalities, as part of an intergovernmental agreement with the County, to implement a mandatory storm water education program. Municipalities need this program to comply with Municipal Separate Storm Sewer Systems (MS4) storm water discharge permit requirements under Department of Natural Resources administrative code NR 216. In addition, charges for service include $15,000 from non-metallic mining reclamation permit fees.

Interdepartmental revenues remain at 2015 budgeted levels of $15,300 related to reimbursement for administrative assistance to the Material Recovery Facility (MRF) program.

Other Revenues are budgeted to decrease $6,000 to $105,000 and includes $30,000 in payments per an agreement with a gravel mining vendor for use of a County owned mine, a reduction of $10,000 from the 2015 budget, offset by an increase of $4,000 to $5,000 in miscellaneous revenues; $50,000 in real estate developer funds held by the County, which may be used to bring new developments into compliance with storm water codes in case developers are unwilling to do so; and $20,000 for the sale of native plants and rain barrels to construct rain gardens and help mitigate storm water runoff pollution.

Personnel costs increase approximately $2,600 related to the cost to continue existing staff levels. Operating expenses decrease just over $8,600, mainly due to the reduction of the Non Point grant mentioned above which is partially offset with an increase for staff development costs. Interdepartmental charges increase $3,700 mainly due to a $2,700 increase for insurance and a $1,200 increase in computer ownership charges.

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Number of Educational Presentations/Events	110	80	100	90	10
Number of Storm water Permits issued	78	50	60	55	5
Number of Construction Site Inspections	793	500	600	550	50
Number of Farm Compliance Inspections *	5	10	14	14	4

* Reflects 25% annual compliance checks for the Farmland Preservation Program as required by DATCP.

Hazardous Waste and County Facilities Recycling

Program Description

Provide safe, convenient and cost-effective disposal sites for household hazardous wastes (HHW) to county residents. Also manage internal recycling and waste reduction efforts for county buildings and parks, and assist with county sustainability, energy efficiency and pollution prevention efforts. To help control county HHW program costs and encourage community support, all 37 local communities generally pay 1/3 of county HHW program costs. Through a landfill expansion agreement executed in 2000, the current owner of the Muskego Emerald Park Landfill (Advanced Disposal Services) also provides annual funding to support the HHW program. When state grants are available, Agricultural Hazardous Wastes are also collected using the same facilities and staffing as the HHW program.

County-Wide Key Strategic Outcome: An environmentally responsible County

1-Objective: Maintain service at four ongoing Household Hazardous Waste (HHW) sites and four satellite collections in the County with a cost per participant equal to or less than $30.

Key Outcome Indicators: County cost per participant for HHW collected is expected to be equal to or less than $30.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
County HHW disposal costs per participating household	$27.64	$30.00	$30.00	$30.00

Hazardous Waste and County Facilities Recycling (continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.25**	**0.25**	**0.25**	**0.25**	**0.00**
General Government	$71,940	$63,300	$61,000	$66,000	$2,700
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$3,000	$3,000	$3,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$395,171	$392,000	$390,000	$404,000	$12,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($102,518)**	**($107,291)**	**($107,291)**	**($107,014)**	**$277**
Total Revenues	**$364,593**	**$351,009**	**$346,709**	**$365,986**	**$14,977**
Personnel Costs	$18,175	$18,382	$19,002	$19,576	$1,194
Operating Expenses	$350,683	$329,800	$328,450	$344,250	$14,450
Interdept. Charges	$6,452	$2,827	$2,730	$2,160	($667)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$375,310**	**$351,009**	**$350,182**	**$365,986**	**$14,977**
Rev. Over (Under) Exp.	($10,717)	$0	($3,473)	$0	$0

(a) Levy Credit reflects revenues over expenses, which are used to offset expenses within other PLU department programs.

Program Highlights

General government revenue are budgeted at $66,000, an increase of $2,700 from the 2015 budget. Participating communities pay approximately one-third of the County's HHW program collection costs. The Communities cost share has increased $5,000 and is budgeted at $55,000. Due to state budget cuts, State funding for hazardous waste disposal has been reduced $2,300 to $11,000.

Charges for services revenue includes a $3,000 payment from Walworth County for use of the Muskego collection site. Through a Memorandum of Understanding, Walworth County residents, by referral, are able to utilize Waukesha County collection sites and events. Other revenues increase $12,000 mainly due to landfill tipping fee revenue increases of $14,000 to $244,000 to meet increased program collection costs. Beginning in 2014, the Emerald Park Landfill operator (Advanced Disposal Services) pays the County $156,000 on an annual basis and county staff administer all of the HHW program activities.

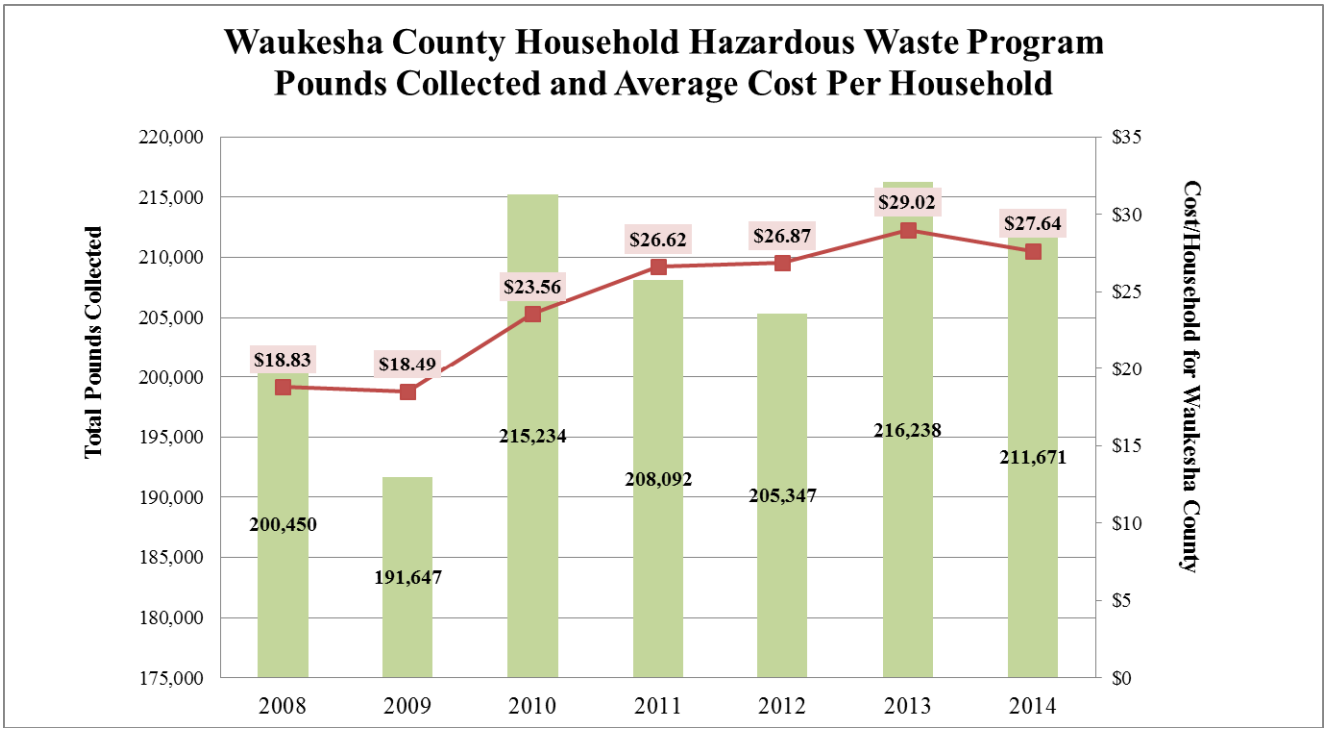
Personnel costs allocated for 0.25 FTE increase by nearly $1,200 to $19,600 to fund the cost to continue existing staff levels.

Operating expenses include continuation of a multi-year agreement with Emerald Park Landfill Standing Committee (EPL) and the landfill operator (Advanced Disposal Services) for the hazardous waste program under which EPL funds of $156,000 are exhausted first, Clean Sweep grant funds are used next, and then the county pays up to its maximum budgeted amount of $169,000 an increase of $14,000 from the 2015 budget. Beginning in 2014, Advanced Disposal Services pays the County $156,000 to administer all invoicing for the HHW program. This program cost increase is offset with direct payment from the landfill operator (mentioned above). Promotion of household product exchanges will continue at four ongoing sites for reuse of unwanted automotive, household and garden products. By written agreement, Walworth County will be billed for a small number of its residents who are allowed to use the site in Waukesha on a fee for service basis. Through a co-sponsorship of a one-day collection event in Mukwonago, Walworth and Waukesha Counties will co-promote the event, track participant addresses and split the cost based on participation.

Interdepartmental charges have decreased about $700 mainly due to a reduction in insurance cost allocations.

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Households served at Hazardous Waste Collection	5,583	5,800	5,600	5,600	(200)
Pounds of Hazardous waste collected	211,671	215,000	210,000	210,000	(5,000)
Pounds of HHW Per household	37.9	37.0	37.5	37.5	0.5
Number of Households using product exchange	209	400	200	200	(200)
Tons of office paper/containers recycled at County facilities/parks	289	325	300	325	-

Hazardous Waste and County Facilities Recycling (continued)



The chart shows that the number of pounds of household hazardous waste collected in 2014 decreased to 211,671 lbs. The cost to the County per participating household decreased due to reduced number of households served and total pounds collected

Administrative Services

Program Description

Monitor overall performance of the various divisions to ensure continuous improvement in customer service. Provide business/financial management services, including development and implementation of the Department budget, process payroll, and provide accounting services and fiscal analysis. In addition, provide direction and leadership in office efficiencies, automated file developments, strategic planning, and performance measurement.

County-wide Key Strategic Outcome: Cost effective services delivered with competence and skill

1-Objective: The Sheriff's Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration. (PLU Strategic Objective 6.2).

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Number of Jail Days Saved	1,236	1,300	1,300	1,300
Est. Value in $ of service to the County	$106,296	$111,900	$111,900	$111,900

Note: In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours instead of 24 hours. The ordinance went into affect mid-year 2011.

2-Objective: Provide customers with high quality program information via the Department website and respond to web-based inquiries within 2 business days.

Key Outcome Indicator: Respond to web-based customer inquiries within 2 business days. All customer inquiries receive acknowledgement of inquiry within 24 hours.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
# of web based inquiries/% responded to within 2 business days	106/100%	100/100%	90/100%	85/100%

Administrative Services (continued)

3-Objective: The Department of Administration – Accounting / Payroll Divisions will continue to analyze the various time reporting and employee scheduling systems in the Departments and evaluate automated systems used with current processes and integrate reporting and scheduling associated with projects, grants and work order systems in order to significantly reduce staff time and costs associated with reporting and scheduling.

County-wide Key Strategic Outcome: An environmentally responsible County

4-Objective: The Departments of Parks and Land Use and Public Works will coordinate the implementation of the priority projects identified in the Waukesha County Sustainability Plan to reduce energy consumption by 10% to 20%. The Department will implement energy conservation initiatives justified in facility energy analysis reports with return on investment (ROI) of under 7 years (high and medium ranked projects). (PLU Strategic Plan Objective 3.1)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**8.50**	**8.39**	**8.39**	**8.07**	**(0.32)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$130,960	$153,000	$150,000	$126,400	($26,600)
Other Revenue	$247	$300	$300	$152	($148)
Appr. Fund Balance	$1,933	$0	$19,049	$0	$0
County Tax Levy (Credit)	**$656,638**	**$678,114**	**$678,114**	**$688,686**	**$10,572**
Total Revenues	**$789,778**	**$831,414**	**$847,463**	**$815,238**	**($16,176)**
Personnel Costs	$716,668	$699,956	$698,336	$693,169	($6,787)
Operating Expenses	$70,493	$77,617	$76,920	$66,750	($10,867)
Interdept. Charges	$50,275	$53,841	$53,315	$55,319	$1,478
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$837,436**	**$831,414**	**$828,571**	**$815,238**	**($16,176)**
Rev. Over (Under) Exp.	($47,658)	$0	$18,892	$0	$0

Program Highlights

Interdepartmental revenues decrease $26,600 to $142,000 related to management services charges to enterprise and special revenue funds mainly due to reallocation of staff time and a $15,600 reduction of management service charges to Moor Downs golf course.

Personnel costs decrease about $6,800 to $693,200, largely due to a reduction of 0.32 FTE in extra help costs, partially offset by the cost to continue of existing positions. Operating expenses decrease approximately $10,900 mainly due to a reduction of $15,000 for computer consulting service, partially offset by an increase of $4,600 for office equipment. Interdepartmental charges are increased about $1,500 mainly due to computer ownership and insurance cost allocations.

Parks & Land Use

Statement of Purpose

The Waukesha County Community Development program utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds in a collaborative, coordinated manner to meet identified community needs detailed in the current Waukesha County Five Year Consolidated Plan. The Plan has identified the following basic principles that guide funding decisions and program priorities:

- Provide opportunities for the rehabilitation and development of affordable housing for both owner occupied and rental properties;
- Provide opportunities for low and moderate income households for homeownership;
- Provide opportunities to meet special population affordable housing and support service needs;
- Provide direct client services to meet identified needs through collaborative public services;
- Provide for expanding economic opportunities and job creation for low and moderate income households;
- Provide opportunities for maintenance and rehabilitation of public facilities with emphasis on accessibility;
- Provide strategies and activities in areas of concentrated low and moderate income to improve the quality of life and opportunities to self-sufficiency;
- Concentration of resources directed to specific Housing and Urban Development (HUD) eligible neighborhoods to improve livability, safety, and empower the residents.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate (a)	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government (a) (b)	$1,840,663	$2,438,785	$2,525,386	$2,320,953	($117,832)	-4.8%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$510,791	$628,159	$628,009	$628,159	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,351,454**	**$3,066,944**	**$3,153,395**	**$2,949,112**	**($117,832)**	**-3.8%**
Expenditures						
Personnel Costs	$197,787	$229,395	$214,541	$223,902	($5,493)	-2.4%
Operating Expenses (a)	$2,558,974	$2,740,283	$2,716,688	$2,637,871	($102,412)	-3.7%
Interdept. Charges	$92,757	$97,266	$97,166	$87,339	($9,927)	-10.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,849,518**	**$3,066,944**	**$3,028,395**	**$2,949,112**	**($117,832)**	**-3.8%**
Rev. Over (Under) Exp.	($498,064)	$0	$125,000	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	2.85	2.85	2.85	2.85	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.03	0.07	0.07	0.05	(0.02)	
Total FTEs	2.88	2.92	2.92	2.90	(0.02)	

(a) 2015 Estimate includes a 2014 carryover of encumbered grant contracts that totaled $1,563,577 and an approved request to carry-over 2014 expenditure appropriations that totaled $1,922,046.

(b) The 2016 Budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, the Finance Committee will be notified and the expenditures will be limited to the amount of the award notification.

Community Development Block Grant

Program Description

Through an annual grant process with an emphasis on collaboration, allocate federal Community Development Block Grant funds to subgrantees to meet the needs of low and moderate income persons through providing housing development and rehabilitation, expanding economic opportunities, improving community facilities and services, and providing public services.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**2.48**	**2.51**	**2.51**	**2.50**	**(0.02)**
General Government (a)	$1,104,318	$1,334,000	$1,190,000	$1,330,160	($3,840)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$341,650	$460,000	$460,000	$460,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,445,968**	**$1,794,000**	**$1,650,000**	**$1,790,160**	**($3,840)**
Personnel Costs	$171,640	$199,591	$185,555	$193,349	($6,242)
Operating Expenses (a)	$1,564,435	$1,529,166	$1,274,252	$1,538,391	$9,225
Interdept. Charges	$60,803	$65,243	$65,193	$58,420	($6,823)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,796,878**	**$1,794,000**	**$1,525,000**	**$1,790,160**	**($3,840)**
Rev. Over (Under) Exp.	($350,910)	$0	$125,000	$0	$0

(a) 2015 Estimate includes a 2014 carryover of encumbrances totaling $897,349 and a 2014 carryover of $843,306 through a separate ordinance. Unexpended appropriations at year end 2015 will be requested to be carried over to the 2016 Modified budget.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at $1,330,160, a reduction of $3,840 from the 2015 budget.

Other revenue of $460,000 includes revolving loan income estimated at $275,000, repaid by Waukesha County Economic Development Corporation (WCEDC), and program income estimated at $185,000, repaid by the City of Waukesha, Housing Development and Housing Rehabilitation programs.

Personnel costs decrease approximately $6,200 mainly due to the cost to continue existing staffing level and an employee change of health care plan option. The CDBG program budget includes $5,150 for CDBG Board expenses of which $4,500 is related to estimated per diems and $650 is included for operating expense mileage reimbursements.

Overall, operating expenses increase $9,225, mainly due to an increase of almost $9,000 for grants to communities.

Interdepartmental charges decrease $6,823 mainly due to a $7,000 reduction in administration overhead charges.

Community Development Block Grant (Cont.)

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 1: To address key community objectives and funding targets contained in the current consolidated plan.

Key Outcome Indicator: The allocation will target funding to the community objectives based on percentages identified in the Consolidated Plan.

Performance Measure:

The community objectives are further defined as:

Community Objective	Funding Target % of annual Allocation(a)	2014 Actual(b)	2015 Estimate	2016 Target
Housing	18%	17%	18%	9%
Economic Development	30%	26%	25%	27%
Public Service (outside neighborhood stabilization areas)	15%	15%	14%	15%
Public Service (within neighborhood stabilization areas)	10%	10%	10%	10%
Facilities	7%	8%	10%	14%
Administration	20%	20%	19%	20%

(a) Funding Target % of Annual Allocation is taken from the 2015-2019 Waukesha County Consolidated Plan.
(b) 2014 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2014. HUD calculates the percentage over the five year period of the consolidated plan.

"Housing": These projects place a particular emphasis on increasing the supply of affordable housing, rehabilitation and maintenance of the existing housing stock, and to meet special housing needs for persons with disabilities.

"Economic Development": These services seek to create jobs for low and moderate income persons through activities such as providing low-interest loans to small businesses to increase capacity, improving transportation opportunities for persons to get to jobs, and providing training opportunities and childcare assistance to increase the likelihood of persons keeping a job.

"Public Services" (outside neighborhood stabilization area): These are services provided directly to qualifying individuals, such as family/personal assistance; shelters; food/nutrition; workforce/job training; medical/health; and transportation. Federal regulations cap the funding of these services at 15% of the annual allocation to the County.

"Public Services (within a neighborhood stabilization area): These "public services" are provided within specific neighborhoods which have been defined through the US Census, and approved by the U.S. Department of Housing and Urban Development, as being concentrated areas of low and moderate income households. Services seek to improve safety and quality of life, to increase economic opportunities, and to empower the residents to improve their neighborhoods.

"Facilities": These services seek to provide physical improvements to public facilities, with an emphasis to increase accessibility to facilities for persons with disabilities.

"Administration": Funding in this category is used for Waukesha County's administrative budgets and staffing for the Community Development Block Grant program. Funding in this category may also be used for community based planning projects that relate to job creation, affordable housing or other plans to benefit low and moderate income households. Federal regulations cap the funding for "administration" at 20% of the annual allocation to the County.

HOME Investment Partnership Program

Program Description

Through a consortium with Jefferson, Ozaukee and Washington counties, meet the owner occupied or rental housing needs of low and moderate income persons through new development, down payment assistance, homebuyer counseling and housing rehabilitation. An emphasis is placed on providing funding to Community Housing Development Organizations (CHDO's).

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.40**	**0.41**	**0.41**	**0.40**	**(0.01)**
General Government (a)	$743,065	$1,104,785	$1,200,000	$990,793	($113,992)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$169,141	$168,159	$168,009	$168,159	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$912,206**	**$1,272,944**	**$1,368,009**	**$1,158,952**	**($113,992)**
Personnel Costs	$26,147	$29,804	$28,986	$30,553	$749
Operating Expenses (a)	$994,539	$1,211,117	$1,307,050	$1,099,480	($111,637)
Interdept. Charges	$31,954	$32,023	$31,973	$28,919	($3,104)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,052,640**	**$1,272,944**	**$1,368,009**	**$1,158,952**	**($113,992)**
Rev. Over (Under) Exp.	($140,434)	$0	$0	$0	$0

(a) 2015 Estimate includes a 2014 carryover of encumbrances totaling $666,228 and a 2014 carryover of $943,354 through a separate ordinance. Unexpended appropriations at year end 2015 will be requested to be carried over to the 2016 Modified budget.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at $990,793, a decrease of $113,992 from the 2015 Budget.

Other revenues include program income which remains at the 2015 budget level of $157,000 and lease payments from Wisconsin Partnership for Housing Development of $11,159. The program income revenue results from Down Payment Assistance, Housing Development and Housing Rehabilitation programs, and include a sub-recipient contract agreement with WI Partnership to administer down payment assistance and housing rehabilitation programs and provides county reimbursed revenues.

Personnel costs increase nearly $750 due to the cost to continue existing staffing level.

Operating expenses decrease $111,637 mainly due to a decrease in grants to communities.

Interdepartmental charges decrease $3,104 mainly due to a $3,400 reduction in administration overhead charges.

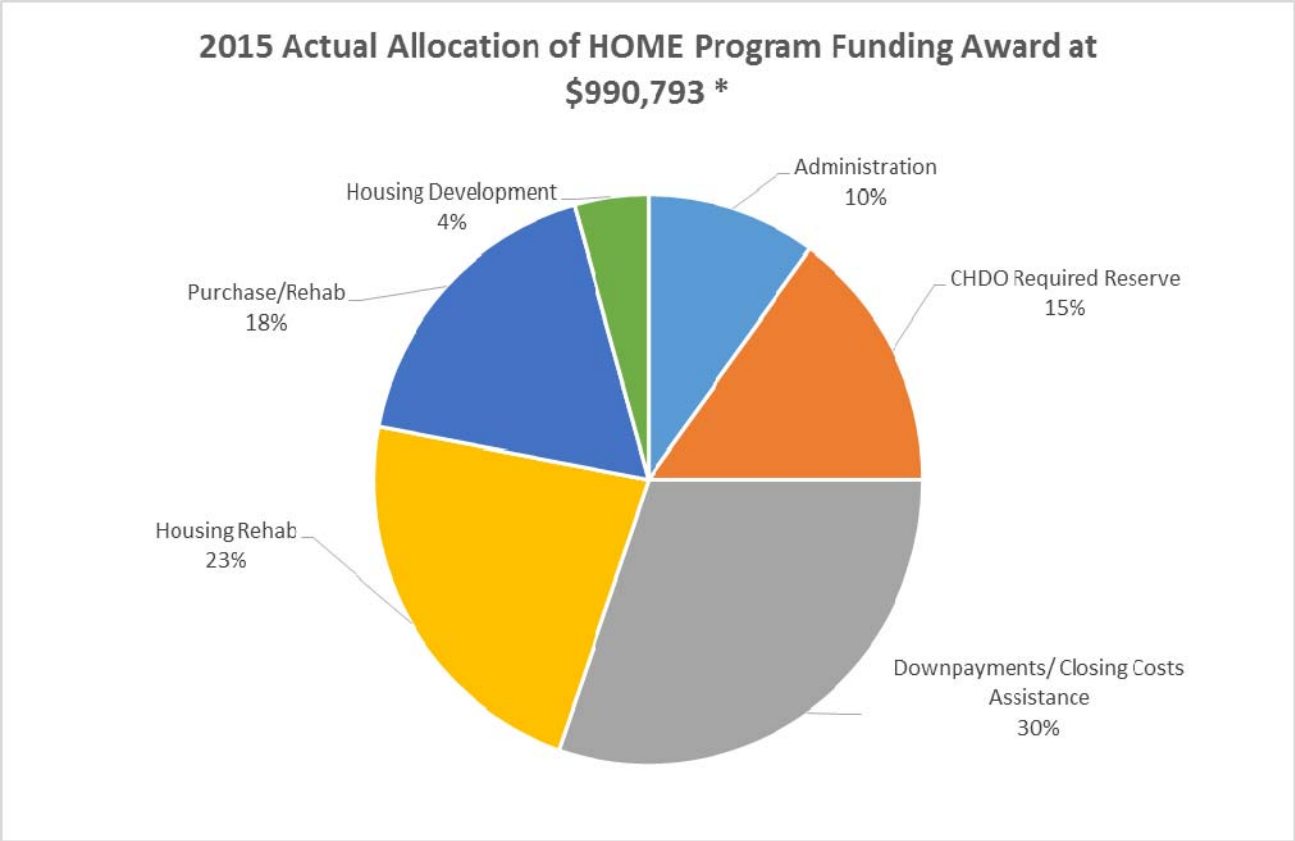
HOME Investment Partnership Program (Cont.)

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Activity #1: To provide services that improve affordable housing opportunities for low- and moderate- income households in the County. (HOME)

Key Outcome Indicator: The 2015 allocation will be used to improve or maintain housing affordability for all HOME recipients.

Activity	2014 Actual	2015 Budget	2016 Budget	15-16 Budget Change
# of Down payment and Closing Cost Assistance	45	48	48	-
# of Actual Homebuyers	56	58	58	-
Housing Rehabilitation	3	12	12	-
Purchase/Rehab	11	10	10	-



* 2015 Allocation based on the Home Board Recommendation.

Other CDBG Grant Programs

Program Description

Administration for other grant assistance programs as funding is provided.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**No Staff Budgeted in this Program Area**				
General Government (a)	($6,720)	$0	$135,386	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**($6,720)**	**$0**	**$135,386**	**$0**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses (a)	$0	$0	$135,386	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$0**	**$135,386**	**$0**	**$0**
Rev. Over (Under) Exp.	($6,720)	$0	$0	$0	$0

(a) 2015 Estimate includes a 2014 carryover of $135,386 through a separate ordinance. Unexpended appropriations at year end 2015 will be requested to be carried over to the 2016 Modified budget.

Program Highlights

The HUD – Neighborhood Stabilization Program (NSP) awarded to convert the former YWCA property in the City of Waukesha to affordable housing is almost completed and the program will be closed in 2015.

Fund Purpose/Program Description

The Waukesha County Land Information System (LIS) is a special revenue fund created to establish a County–wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information through a computerized environment.

The Land Information System program is responsible for implementation and oversight of an integrated, comprehensive Land Information System for Waukesha County, whereby land information files containing land parcel data are linked to digital maps via geospatial software, relational database technology and/or a parcel identifier. Program staff also study, identify, and address issues attendant to data custody, control, and maintenance.

The division activities are mainly funded by document recording fees. For each document recorded in the Register of Deeds Office, a special $15 fee is collected and retained for Land Records Modernization efforts. Of this $15, $7 is sent to the Wisconsin Department of Revenue and $8 is retained locally to support County land information modernization activities per State Statute 59.725.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$1,000	$1,000	$1,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$451,928	$720,000	$600,000	$650,400	($69,600)	-9.7%
Interdepartmental	$15,500	$15,500	$15,500	$15,500	$0	0.0%
Other Revenue (a)	$282,243	$47,233	$187,000	$103,166	$55,933	118.4%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$749,671**	**$783,733**	**$803,500**	**$770,066**	**($13,667)**	**-1.7%**
Expenditures						
Personnel Costs	$411,622	$437,219	$419,069	$448,689	$11,470	2.6%
Operating Expenses	$201,072	$212,774	$211,724	$246,772	$33,998	16.0%
Interdept. Charges	$136,976	$133,740	$133,190	$74,605	($59,135)	-44.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$749,670**	**$783,733**	**$763,983**	**$770,066**	**($13,667)**	**-1.7%**
Rev. Over (Under) Exp.	$1	$0	$39,517	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	4.00	4.00	4.00	4.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	4.00	4.00	4.00	4.00	0.00	

(a) The 2015 Estimate for Other Revenue exceeds budget due to the shifting of estimated landfill sitting fee revenue to be received in 2015 from the Tarmann Fund budget to offset estimated shortfalls in document recording fee revenue.

CURRENT AND PLANNED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '16	Estimated Operating Impact	A=Annual T= One-Time
201406	Orthophotography	2020	$195,500	0%	$0	NA

Major Departmental Strategic Outcomes and Objectives: 2015-2017

County-Wide Key Strategic Outcome: A county that provides cost-effective services delivered with competence and skill

1 Objective: Create a web based system for delivery of land information to County staff and the general public which is efficient and user friendly. (Strategic Plan Objective 7.7)

Initiatives:

1. Move Land Information System to a private Cloud based storage system to reduce cost of internally hosting data.
2. Modify the availability of web-based land information for the convenience of mobile users.

Performance Measure	Year 2015 Benchmark	Year 2016 Goal	Year 2017 Strategic Plan Goal
Percentage of users who strongly agreed or somewhat agreed with the statement, "I find this Waukesha County mapping application to be useful."	92%	93%	95%
Percentage of users who strongly agreed or somewhat agreed with the statement, "I find this Waukesha County mapping application to be easy to use."	77%	78%	80%

2 Objective: Development of spatial datasets that are of importance to, and accessible by, multiple County departments and/or municipalities based on feedback received from these organizations. (Strategic Plan Objective 7.8)

Initiatives:

1. Develop viewable spatial datasets that are companion to Public Works Department and Parks Division asset databases.
2. Continue development of viewable spatial datasets that provide access to Planning Division permit data.
3. Continue working with local municipalities to identify opportunities where local spatial data could be consolidated with County data and efficiently hosted on the County Web mapping site.

Performance Measure	Year 2015 Benchmark	Year 2016 Goal	Year 2017 Strategic Plan Goal
Store and manage 100% of all shared spatial datasets that are centrally located and provide access to multiple departments	95%	95%	95%

Program Highlights

Charges for Service revenues decrease $69,600 to $650,400, which consist of document recording fee revenues, to reflect the estimated number of recorded documents, decreasing from 90,000 in 2015 to 81,300 in 2016. For Interdepartmental Revenues remain at $15,500, related to an interagency agreement between LIS staff and the Department of Emergency Preparedness to provide street address maintenance services to assist in locating 911 calls. The agreement is anticipated to continue at current service levels. Other Revenue increase $55,900 and includes $101,200 of landfill siting revenues to help offset program expenditures as well as $2,000 from the sale of an updated Street Atlas. Use of landfill siting revenues is planned to be phased out when document recording fees rebound to higher levels.

Personnel costs increase nearly $11,500 or 2.6% and reflect the cost to continue existing 4.00 FTE staffing levels. Operating expenses increased almost $34,000 due to switching from internally hosted data services to Cloud based data hosting services. This increase is more than offset by a decline in Interdepartmental charges of about $59,000, related to decreases in computer technology maintenance and replacements costs.

Fund Purpose

The Waukesha County Legacy Parkland Acquisition Program provides for the acquisition of Parkland and unique natural areas either directly by the County or in partnership with local municipalities, government units or non-profit conservation organizations as identified in the Waukesha County Park and Open Space Plan and Greenway Plans. Specific acquisitions under this program shall be presented as ordinances for consideration by the County Board.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$4,600	$0	$305,250	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$136,113	$200,000	$185,000	$200,000	$0	0.0%
Appr. Fund Balance	$700,000	$800,000	$800,000	$800,000	$0	0.0%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$840,713**	**$1,000,000**	**$1,290,250**	**$1,000,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$20,143	$125,000	$30,000	$125,000	$0	0.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$309,670	$875,000	$489,000	$875,000	$0	0.0%
Total Expenditures	**$329,813**	**$1,000,000**	**$519,000**	**$1,000,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$510,900	$0	$771,250	$0	$0	N/A

Summary of Tarmann Fund Funding Sources 2013 – 2016

Revenue Source	2013 Actual	2014 Actual	2015 Budget	2016 Budget	Budget Change
DNR Stewardship Grant Reimbursements	$0	$4,600	$0	$0	-
Interest Income	$77,343	$69,313	$100,000	$100,000	-
Landfill Siting	$153,337	$66,799	$100,000	$100,000	-
Tarmann Fund Balance	$0	$0	$800,000	$800,000	-
Land Sales - Permits/Sales, Etc.	$1,415	$0	$0	$0	-
Total Revenues	**$232,095**	**$140,712**	**$1,000,000**	**$1,000,000**	**-**
Total Expenditures	**$383,251**	**$329,813**	**$1,000,000**	**$1,000,000**	**-**
Revenues Over/(Under) Expenditures	**($151,156)**	**(189,101)**	**$0**	**$0**	

Program Highlights

Other Revenues include $100,000 of interest income earned on Tarmann Fund balance and $100,000 of landfill siting fee revenues. Fund balance appropriation revenue of $800,000 consist of State Stewardship grant reimbursements for prior year purchases. State Stewardship reimbursement often does not occur in the same year as acquisition. For budget purposes, Stewardship grant revenues are recorded as revenue in the year received. Reimbursements are anticipated to remain at an average of 40% of acquisition costs. Fund balance will be used for initial purchase.

Expenditures remain at 2015 budget levels of $1,000,000, which include $875,000 for land purchases, $100,000 for grants to conservancy organizations to assist with land purchases, and $25,000 for consulting services such as surveying, appraising and other costs related to land acquisition.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: An Economically Vibrant County
An Environmentally Responsible county

1 Objective: Using the Waukesha County Park and Open Space Plan, provide a natural resource based park system for self-actualized recreation and create a system of linear corridors along nine of the County's major rivers, which will protect the high quality natural resource based elements; connect major State, County, and local parkland, and cultural amenities; and provide recreational and educational opportunities.

Key Outcome Indicator: Acquire at least 150 acres of parkland and greenway lands annually through donations, dedications, right of first refusal, easements, fee simple acquisition, or bequeaths.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Acres in Parks Plan	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,021	4,300	4,100	4,200
% of Park Plan Acquired	86.2%	92.2%	87.9%	90.1%
Acres in Greenway Plan	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,288	3,500	3,596	3,800
% of Greenway Plan Acquired	39.6%	42.2%	43.3%	45.8%

Fund Purpose

This budget is comprised of three separate golf courses (Naga-Waukee, Wanaki, and Moor Downs) that are financed in a manner similar to private business enterprises. The Fund's purpose is to provide complete golfing facilities for the general public at an affordable rate, while not requiring a tax subsidy; to generate adequate income; to develop, maintain, and operate the facilities consistent with industry's standards; and to continue to provide on-going maintenance and some proposed improvements to the facilities, which will serve to provide safe and accessible facilities and enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,740,942	$3,100,000	$3,000,000	$3,208,100	$108,100	3.5%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$8,082	$15,000	$10,000	$25,000	$10,000	66.7%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,749,024**	**$3,115,000**	**$3,010,000**	**$3,233,100**	**$118,100**	**3.8%**
Expenditures						
Personnel Costs	$1,231,023	$1,344,804	$1,233,911	$1,286,419	($58,385)	-4.3%
Operating Expenses	$987,063	$998,019	$972,123	$1,012,602	$14,583	1.5%
Interdept. Charges	$831,517	$882,419	$879,080	$879,556	($2,863)	-0.3%
Fixed Assets (Memo) (c)	$0	$49,000	$38,400	$25,000	($24,000)	-49.0%
Total Expenditures	**$3,049,603**	**$3,225,242**	**$3,085,114**	**$3,178,577**	**($46,665)**	**-1.4%**
Operating Income/(Loss)	**($300,579)**	**($110,242)**	**($75,114)**	**$54,523**	**$164,765**	**N/A**
Cash Flow From Operations (b)	**($134,269)**	**$56,838**	**$91,965**	**$219,237**	**$162,399**	**285.7%**
Position Summary (FTE)						
Regular Positions	8.80	8.80	8.80	7.05	(1.75)	
Extra Help	18.90	15.97	15.97	18.00	2.03	
Overtime	1.04	0.73	0.73	0.73	0.00	
Total FTEs	28.75	25.50	25.50	25.78	0.28	

(a) In 2014, 2015 and 2016 interest income is budgeted in and accounted for by management only in the Naga-Waukee Golf Course program area.

(b) Cash Flow from operations for the 2014 actual is obtained from the County's 2014 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2015 budget, 2015 estimate and 2016 budget consist of estimates based on total operating revenues less expenditures, excluding depreciation expense.

(c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

1 Objective: Provide affordable golfing opportunities to the general public, and establish and implement a business plan for the courses that provides for cost-effective investments within golf course facilities.

Key Outcome Indicator: Earnings before interest, taxes, depreciation, and amortization (EBITDA). The National Golf Foundation provides comparisons of other public golf courses within the upper Midwest. A comparison of other public courses provides an indicator for the general financial health of the golf courses, as well as an indicator of systems financial direction and effectiveness of planning.

Performance Measure:	Frost Belt Median 2010(a)	2014 Actual	2015 Target	2015 Estimate	2016 Target
All three courses net operating income – EBITDA	$261,400	($134,269)	$56,838	$91,965	$219,157

(a) The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2010 report on 2010 results.

2 Objective: In cooperation with the Department of Administration Business Services and Human Resources Divisions, pilot a Lean Program to identify workflow processes within golf course reservation and cashiering operations to map and revise workflow, identifying areas to decrease costs and improve customer service, by 3rd Qtr 2015.

Key Outcome Indicator: Reduction of resources committed to managing golf course cashiering operations by reducing point of sale hardware and eliminating redundant processes by 1st Qtr 2016.

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

3. Objective: Implement findings of the 2015 National Golf Foundation's "Golf Business Study"

Key Outcome Indicator: Improved efficiencies, control of expenses, increase in revenues and increase in cash flow.

Naga-Waukee Golf Course

Program Description

Provides a well-maintained 18-hole golf course and support facilities without Tax Levy funds.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**12.22**	**10.73**	**10.73**	**11.02**	**0.28**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,429,406	$1,700,000	$1,600,000	$1,732,000	$32,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$8,082	$15,000	$10,000	$25,000	$10,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,437,488**	**$1,715,000**	**$1,610,000**	**$1,757,000**	**$42,000**
Personnel Costs	$514,603	$543,805	$516,495	$567,199	$23,394
Operating Expenses (excl. Depr. Exp)	$372,344	$405,094	$375,444	$421,100	$16,006
Depreciation Expense	$61,986	$59,871	$59,871	$57,906	($1,965)
Interdept. Charges	$389,877	$416,990	$417,862	$430,942	$13,952
Fixed Assets (Memo) (a)	$0	$10,000	$38,400	$25,000	$15,000
Total Expenditures	**$1,338,810**	**$1,425,760**	**$1,369,672**	**$1,477,147**	**$51,387**
Operating Income/(Loss)	$98,678	$289,240	$240,328	$279,853	($9,387)

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.

Naga-Waukee Golf Course (Continued)

Program Highlights

Charges for Services revenue increases $32,000 to $1,732,000 from greens fees, car rental, food/merchandise and discount card sales. Fees will be increased by a weighted average of approximately 6.9%, reflecting the market review in the National Golf Foundation 2015 study.

Other Revenues increases $10,000 mainly due to a $15,000 increase in donations which will be used for a patio improvement project, partially offset by a $5,000 decrease in investment income to $10,000, to reflect lower investment returns.

Personnel costs increase about $23,400 to about $567,200, which includes the cost to continue 3.25 FTE regular existing positions, and an increase of $8,700 for additional extra help. FTE staffing numbers are impacted by changes in budgeted rates for seasonal employees.

Operating expense increase about $16,000 mainly due to the $15,000 patio improvement project mentioned above. Scheduled depreciation expenses have decreased about $2,000 to $57,900.

Interdepartmental charges increase nearly $14,000 to $431,000 mainly due to increases for vehicle costs and slight reallocation of management service charges. Budgeted fixed assets increase $15,000 to $25,000 to fund patio and driving range improvements.

Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
9 Hole Rounds	60,848	73,200	64,500	68,200	(3,700)
Golf Car Rentals	26,356	25,750	25,750	25,750	-
ID Cards	903	1,300	1,000	1,000	(300)
9 Hole Play	17,758	20,200	18,500	19,800	(400)
18 Hole Play	21,545	26,500	23,000	24,200	(2,300)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2012 data	County 2014 Data
Gross Revenue(average)	$1,047,000	$1,437,488
Gross Revenue/Round	$35.26	$36.57
Rounds Played	29,681	39,303

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2012.

Naga-Waukee Golf Course Revenue				
	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Green Fees	$811,187	$1,020,000	$925,000	$1,020,000
Golf Cars	$317,651	$335,000	$330,000	$350,000
ID Cards	$17,108	$25,000	$20,000	$22,000
Food	$168,324	$175,000	$175,000	$175,000
Merchandise	$89,141	$100,000	$100,000	$100,000
Misc. Revenue	$34,077	$60,000	$60,000	$90,000
Total Revenue	**$1,437,488**	**$1,715,000**	**$1,610,000**	**$1,757,000**

Wanaki Golf Course

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Program Description

Provides a well-maintained 18-hole golf course and support facilities without Tax Levy funds.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**11.87**	**10.54**	**10.54**	**10.65**	**0.11**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,041,857	$1,120,000	$1,120,000	$1,183,600	$63,600
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,041,857**	**$1,120,000**	**$1,120,000**	**$1,183,600**	**$63,600**
Personnel Costs	$499,839	$546,326	$500,937	$561,395	$15,069
Operating Expenses (excl. Depr. Exp)	$373,474	$343,861	$360,211	$355,200	$11,339
Depreciation Expense	$92,540	$92,288	$92,288	$91,955	($333)
Interdept. Charges	$337,760	$355,657	$353,457	$365,839	$10,182
Fixed Assets (Memo) (a)	$0	$15,000	$0	$0	($15,000)
Total Expenditures	**$1,303,613**	**$1,338,132**	**$1,306,893**	**$1,374,389**	**$36,257**
Operating Income/(Loss)	($261,756)	($218,132)	($186,893)	($190,789)	$27,343

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.

Program Highlights

Charges for Services revenue from greens fees, car rental, food/merchandise and discount card sales have been increased $63,600 to $1,183,600. Fees will be increased by a weighted average of approximately 5.8% reflecting the market review in the National Golf Foundation 2015 study.

Personnel costs increase about $15,100 to $561,400, which includes the cost to continue 3.25 FTE existing regular full time staff, a $740 increase in overtime and a $4,700 increase in temporary extra help. FTE staffing numbers are impacted by changes in budgeted rates for seasonal employees. Operating expenses (excluding depreciation) increase about $11,300 to $355,200.

Operating expenses increase $5,000 for pro shop merchandise expenses, $4,000 for staff development, and a $2,000 increase in utilities costs. Scheduled depreciation expenses have decreased approximately $300.

Interdepartmental charges increase approximately $10,200 to $365,800, and include an increase of nearly $8,000 increase for costs related to insurance and management services cost allocations, and $2,000 for vehicle maintenance and replacement costs.

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Estimated Operating Impact	Est. Annual Depreciation Expense
201309	Wanaki GC Bridge Replacement	2018	$725,000	20%	TBD	$27,250

Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
9 Hole Rounds	49,726	51,100	51,100	51,920	820
Golf Car/Cart Rental	17,712	15,550	15,550	17,750	2,200
ID Cards	507	950	950	500	(450)
9 Hole Play	20,506	23,750	23,750	22,450	(1,300)
18 Hole Play	14,610	13,775	13,775	14,735	960

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2012 data	County 2014 Data
Gross Revenue (Average)	$1,047,000	$1,041,856
Gross Revenue/Round	$35.26	$29.67
Rounds Played	29,681	35,116

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2012.

Wanaki Golf Course Revenue				
	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Green Fees	$591,117	$665,000	$665,000	$696,000
Golf Cars	$149,454	$140,000	$140,000	$155,000
ID Cards	$9,555	$20,000	$20,000	$12,600
Food	$160,988	$155,000	$155,000	$165,000
Merchandise	$109,619	$120,000	$120,000	$125,000
Misc.	$21,124	$20.000	$20,000	$30,000
Total	**$1,041,857**	**$1,120,000**	**$1,120,000**	**$1,183,600**

Moor Downs Golf Course

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Program Description

Provides a well-maintained 9-hole golf course and support facilities without Tax Levy funds.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.65**	**4.23**	**4.23**	**4.12**	**(0.11)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$269,679	$280,000	$280,000	$292,500	$12,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$269,679**	**$280,000**	**$280,000**	**$292,500**	**$12,500**
Personnel Costs	$216,581	$254,673	$216,479	$157,825	($96,848)
Operating Expenses (excl. Depr. Exp)	$71,799	$81,984	$69,389	$71,588	($10,396)
Depreciation Expense	$14,920	$14,921	$14,920	$14,853	($68)
Interdept. Charges	$103,880	$109,772	$107,761	$82,775	($26,997)
Fixed Assets (Memo) (a)	$0	$24,000	$0	$0	($24,000)
Total Expenditures	**$407,180**	**$461,350**	**$408,549**	**$327,041**	**($134,309)**
Operating Income/(Loss)	($137,501)	($181,350)	($128,549)	($34,541)	$146,809

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed asset request.

Program Highlights

Charges for Services revenue from greens fees, car rental, food/merchandise and discount card sales are budgeted to increase $12,500 to $292,500. Fees will be increased by a weighted average increase of 8.25% or about $1.00 per round, reflecting the market review in the National Golf Foundation 2015 study.

To reduce annual operating losses and impact on the golf course fund, total budgeted expenditures decrease about $134,309 to $327,041.

Personnel costs decrease approximately $96,800 mainly due to unfunding of 1.00 FTE Golf Supervisor position and 0.75 FTE of a Parks Maintenance Worker which is partially offset by an approximately $40,700 increase in seasonal extra help.

Operating expenses (excluding depreciation expenses) decrease $10,396 to $71,588 mainly due to reductions of $5,000 for consulting services, $3,000 in utility charges, and $1,800 for staff development costs.

Interdepartmental charges decrease $26,997 to $82,775 mainly due to a $25,600 reduction in management service charges.

Fixed assets have been reduced $24,000 due to one-time purchases of irrigation equipment in 2015.

Moor Downs Golf Course (Continued)

Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
9 Hole Rounds	19,317	19,150	19,950	19,150	-
Golf Car Rental	10,022	5,800	5,800	5,800	-
ID Cards	45	600	100	100	-
9 Hole Play	19,077	19,000	19,875	19,000	-
18 Hole Play	80	75	75	75	-

9 hole Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2012 data	2014 Data
Gross Revenue (average)	N/A	$269,679
Gross Revenue/Round	N/A	$14.07
Rounds played	15,935	19,157

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2012.

Moor Downs Golf Course Revenue*				
	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Green Fees	$175,167	$185,000	$192,800	$200,000
Golf Cars	$62,527	$45,000	$45,000	$50,000
ID Cards	$855	$10,000	$2,200	$2,500
Concessions	$22,094	$25,000	$25,000	$25,000
Merchandise	$7,003	$10,000	$10,000	$10,000
Misc. Revenues	$2,033	$5,000	$5,000	$5,000
Total Revenue	**$269,679**	**$280,000**	**$280,000**	**$292,500**

Fund Purpose

To provide quality ice skating facilities at competitive and affordable rates providing efficiency and quality of services to the public. With a goal of exceeding the recreational and entertainment expectations of the customers by proper management of activities and events of the Ice Arenas.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$1,056,045	$1,070,500	$1,070,500	$1,070,500	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$14,660	$11,000	$12,200	$12,200	$1,200	10.9%
Appr. Fund Balance	$5,000	$25,000	$25,000	$0	($25,000)	-100.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,075,705**	**$1,106,500**	**$1,107,700**	**$1,082,700**	**($23,800)**	**-2.2%**
Expenditures						
Personnel Costs	$500,850	$506,665	$494,239	$515,631	$8,966	1.8%
Operating Expenses (b)	$540,214	$593,153	$567,652	$577,231	($15,922)	-2.7%
Interdept. Charges	$88,109	$88,190	$84,940	$87,663	($527)	-0.6%
Fixed Assets (Memo) (c)	$77,832	$0	$0	$71,500	$71,500	N/A
Interdept. Debt-Prin (d)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,129,173**	**$1,188,008**	**$1,146,831**	**$1,180,525**	**($7,483)**	**-0.6%**
Operating Income/(Loss) (b)	**($53,468)**	**($81,508)**	**($39,131)**	**($97,825)**	**($16,317)**	**N/A**
Cash Flow From Operations (a)	**$15,551**	**$25,333**	**$79,449**	**$41,933**	**$16,600**	**65.5%**
Position Summary (FTE)						
Regular Positions	4.91	4.91	4.91	4.91	0.00	
Extra Help	4.44	4.05	4.05	4.05	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	9.35	8.96	8.96	8.96	0.00	

(a) Cash Flow from operations for the 2014 actual is obtained from the County's 2014 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2015 budget, 2015 estimate and 2016 budget consist of estimates based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

(b) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes higher depreciation expense from all capital investment regardless of the funding source.

(c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed Asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed assets request.

(d) Per County ordinance 167-033 the General Fund principal repayment for Eble Park and Naga-Waukee Ice Arenas' loan amounts have been suspended until no later than 2020 or the year in which projections indicate that at least five years of principal payments can be made without exhausting the Ice Arena cash reserves. Interest expense payments for the ice arenas are delayed until the end of the current loan term, at which time annual interest expense payments will be paid in the amount per year originally scheduled.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

1 Objective: Provide affordable ice skating opportunities through cost-effective management.

Key Outcome Indicator 1: Percentage of booked prime time (contracted) ice rentals are based upon a 34-week season schedule (September – April). Hours are based on a 24-hour per day schedule for 63 hours of available prime time ice per week, and 105 hours of available non-prime time ice per week. Prime time hours are weekdays from 3 p.m. to 10 p.m. and weekends from 8 a.m. to 10 p.m.

Performance Measure:	2013 Actual	2014 Actual	2015 Target	2015 Estimate	2016 Target
Naga-Waukee: Prime hours utilized	69%	64%	70%	68%	70%
Eble: Prime hours utilized	65%	60%	65%	68%	70%

Key Outcome Indicator 2: Percentage of non-prime time (contracted) booked ice time based on a calendar year, a 24-hour per day operation (less prime hours as identified above).

Performance Measure:	2013 Actual	2014 Actual	2015 Target	2015 Estimate	2016 Target
Naga-Waukee: Non-prime hours utilized	18%	18%	20%	18%	20%
Eble: Non-prime hours utilized	20%	19%	20%	21%	21%

Key Outcome Indicator 3: Program and facility user survey should result in at least 80% customer service satisfaction for clean, safe and well maintained buildings and grounds.

Performance Measure:	2013 Actual	2014 Actual	2015 Target	2015 Estimate	2016 Target
Naga-Waukee Survey results	NA	N/A	80%	85%	85%
Eble Survey results	NA	N/A	80%	85%	85%

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Estimated Operating Impact	Est. Annual Depreciation Expense
201608	Naga-Waukee Dasher Board Replacement	2016	$216,800	0%	Reduced	$10,800

Naga-Waukee Ice Arena

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Provide affordable ice skating opportunities to the public.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.50**	**4.28**	**4.28**	**4.29**	**0.01**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$519,641	$516,500	$516,500	$516,500	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$9,158	$11,000	$11,000	$11,000	$0
Appr. Fund Balance	$0	$25,000	$25,000	$0	($25,000)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$528,799**	**$552,500**	**$552,500**	**$527,500**	**($25,000)**
Personnel Costs	$240,010	$248,184	$243,051	$253,507	$5,323
Operating Expenses (excl. Depr. Exp)	$224,952	$273,479	$249,899	$261,295	($12,184)
Depreciation Expense (a)	$62,988	$59,856	$59,855	$56,377	($3,479)
Interdept. Charges	$41,627	$38,535	$36,135	$37,637	($898)
Fixed Assets (Memo) (b)	$0	$0	$0	$6,500	$6,500
Total Expenditures	**$569,577**	**$620,054**	**$588,940**	**$608,816**	**($11,238)**
Operating Income/(Loss) (a)	($40,778)	($67,554)	($36,440)	($81,316)	($13,762)

(a) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations, which is contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital, resulting in higher depreciation expense.

(b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed Asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed assets request.

Program Highlights

Charges for service revenue remain at 2015 budget level of $516,500. Other revenues includes investment income which remains at the 2015 budget level of $10,000 and $1,000 in miscellaneous revenues. Fund balance appropriation is eliminated due to a 2015 one-time appropriation of $25,000 to fund a mold removal project on the exterior of the building. Public skating and lesson fees may be adjusted as necessary to maintain market position.

Personnel costs increase $5,323 due to the cost to continue existing staff levels. Operating costs, excluding budgeted depreciation, decrease approximately $12,200, mainly due to a reduction of $25,000 related to the mold removal project mentioned above which is partially offset with an increase of $12,500 related a rink dasherboard and glass replacement project. Interdepartmental charges decrease nearly $900 due to a slight decrease in telephone charges. Fixed assets include $6,500 to fund a compressor overhaul project.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2016 vs. 2015 Budget Change
Contract Ice Hours	1,842	1,600	1,600	1,600	-
Public Skating Attendance	10,231	10,700	10,700	10,700	-
No. of Skate Rentals	4,740	5,500	5,500	5,500	-

Naga-Waukee Ice Arena Revenue

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2016 vs. 2015 Budget Change
Public Skating	$80,993	$79,500	$79,500	$79,500	-
Learn to Skate Program	$26,956	$19,000	$19,000	$19,000	-
WCHL - Hockey League	$81,936	$75,000	$75,000	$75,000	-
Contracted Ice	$283,703	$295,000	$295,000	$295,000	-
Concession	$46,053	$46,000	$46,000	$46,000	-
Investment Income	$7,560	$10,000	$10,000	$10,000	-
Merch/Bds/Misc	$1,598	$3,000	$3,000	$3,000	-
Total	**$528,799**	**$527,500**	**$527,500**	**$527,500**	**-**

Eble Ice Arena

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Provide affordable ice skating opportunities to the public.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.85**	**4.68**	**4.68**	**4.66**	**(0.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$536,404	$554,000	$554,000	$554,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$5,502	$0	$1,200	$1,200	$1,200
Appr. Fund Balance	$5,000	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$546,906**	**$554,000**	**$555,200**	**$555,200**	**$1,200**
Personnel Costs	$260,840	$258,481	$251,188	$262,124	$3,643
Operating Expenses (excl. Depr. Exp)	$173,471	$187,833	$174,173	$176,178	($11,655)
Depreciation Expense (a)	$78,803	$71,985	$83,725	$83,381	$11,396
Interdept. Charges	$46,482	$49,655	$48,805	$50,026	$371
Fixed Assets (Memo) (b)	$77,832	$0	$0	$65,000	$65,000
Total Expenditures	**$559,596**	**$567,954**	**$557,891**	**$571,709**	**$3,755**
Operating Income/(Loss) (a)	($12,690)	($13,954)	($2,691)	($16,509)	($2,555)

(a) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital resulting in higher depreciation expense.

(b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed Asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed assets request.

Program Highlights

Charges for service revenue is budgeted to remain at 2015 budgeted levels of $554,000. The 2015 public skating fees and skating instruction fees may be adjusted as necessary to maintain market position.

Personnel costs increased approximately $3,600 to $262,124, mainly due to the cost to continue existing staffing levels. Operating costs excluding depreciation are budgeted to decrease about $11,655 to $176,178. The decrease is mainly due to a $3,000 reduction in budgeted utility cost, $4,800 reduction is small equipment and a $4,300 reduction in planned maintenance. Operating expenses includes $10,650 for maintenance projects, including $4,000 for rest room hand dryers, $3,050 concrete picnic table, $2,400 for on demand hot water, and $1,200 for a water bottle filling drinking fountain. Depreciation expenses increase approximately $11,400 due to recent improvements. Fixed assets include $65,000 to fund the Chiller inspection project of $50,000 and locker room improvements of $15,000.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2016 vs. 2015 Budget Change
Contract Ice Hours	1,664	1,700	1,700	1,700	-
Public Skating Attendance	11,048	12,000	12,000	12,000	-
No. of Skate Rentals	5,371	7,000	7,000	7,000	-

Eble Ice Arena Revenue

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2016 vs. 2015 Budget Change
Public Skating	$97,369	$90,000	$90,000	$90,000	-
Learn to Skate Program	$19,294	$21,000	$21,000	$21,000	-
WCHL – Hockey League	$72,816	$58,000	$58,000	$58,000	-
Contracted Ice	300,306	$325,000	$325,000	$325,000	-
Concession	$46,619	$50,000	$50,000	$50,000	-
Merch/Bds/Misc	$5,502	$10,000	$11,200	$11,200	$1,200
Total	**$541,906**	**$554,000**	**$555,200**	**$555,200**	

Fund Purpose/Program Description

As the designated Responsible Unit for 25 Waukesha County municipalities, the County promotes waste reduction, recycling, composting and resource recovery through the administration of an effective recycling program, to comply with the Solid Waste Reduction Recovery, and Recycling Law, (Chapter 287 of Wisconsin Statutes). This Includes overseeing a privately operated City/County Material Recycling Facility (MRF), which processes and markets recyclables collected from the 25 partner municipalities. Through an annual dividend program, revenue from the sale of recyclables and state grants are shared with the partner communities to help them recover recyclable collection costs.

The County manages MRF operation contracts, state recycling grants, MRF building and equipment maintenance, annual community dividend payments, recycling grants and recyclable collection services at 13 drop-off sites located around the county. The County also delivers a comprehensive public education and outreach program, participates on local landfill siting and monitoring committees, and provides technical assistance to local officials, businesses, and the public on waste management technique including waste reduction, composting, recycling and special waste disposal.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$947,620	$950,000	$948,000	$888,500	($61,500)	-6.5%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$89,161	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$1,029,055	$2,470,400	$2,047,000	$2,314,000	($156,400)	-6.3%
Appr. Fund Balance (a)(b)	$1,028,837	$1,100,000	$1,100,000	$1,342,500	$242,500	22.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,094,673**	**$4,520,400**	**$4,095,000**	**$4,545,000**	**$24,600**	**0.5%**
Expenditures						
Personnel Costs	$363,675	$360,915	$367,766	$383,883	$22,968	6.4%
Operating Expenses (a)(c)	$1,778,508	$3,781,697	$3,121,497	$3,908,796	$127,099	3.4%
Interdept. Charges	$217,332	$193,896	$187,496	$215,187	$21,291	11.0%
Fixed Assets (Memo) (b)	$0	$0	$0	$100,000	$100,000	N/A
Total Expenditures	**$2,359,515**	**$4,336,508**	**$3,676,759**	**$4,507,866**	**$171,358**	**4.0%**
Operating Income/(Loss)	**$735,158**	**$183,892**	**$418,241**	**$37,134**	**($146,758)**	**-79.8%**
Position Summary (FTE)						
Regular Positions	4.15	4.15	4.15	4.15	0.00	
Extra Help	1.30	1.20	1.20	1.25	0.05	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	5.45	5.35	5.35	5.40	0.05	

(a) MRF Fund Balance appropriation of $1,100,000 for 2015 includes prior-year State Recycling Grant revenues received above budgeted amounts, and $1,000,000 is appropriated to pay for the disbursement payments to municipalities participating in the County's recycling program. The remaining $100,000, consists of prior-year State Recycling Efficiency Initiative (REI) grant dollars, which are budgeted to provide yard-waste composting services to municipalities with a 10 year cost sharing agreement starting in 2013. MRF Fund Balance appropriation for 2016 includes prior-year State Recycling Grant revenues received above budgeted amounts, and $1,193,000 is appropriated to pay for a portion of the disbursement payments (the Base Dividend and the Rebate Incentive) to municipalities participating in the County's recycling program. An additional $77,500 in equipment replacement revenues received from the county's recycling processor designated for capital improvements. The remaining $72,000 consists of prior-year State Recycling Efficiency Initiative (REI) grant dollars, which are budgeted to provide yard-waste composting services to municipalities at no charge.

(b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed Asset purchases are made from cash generated by operating revenues, and are included in the Department's fixed asset request.

(c) Operating expenses include $515,000 in Depreciation costs. The 2015 budget includes $404,500 in Depreciation costs. The 2015 estimate includes $400,000 in Depreciation costs, and the 2014 actuals include $138,408 in Depreciation costs.

Program Highlights

The 2015 and 2016 budget are transition years for the Waukesha County Recycling Program. The program, along with the 25 municipal partners, will complete the conversion to a single sort recyclable collection and processing system. The collected residential recyclable material are directly hauled to the joint City/County Recycling Facility located in the City of Milwaukee's Menomonee Valley ("Valley MRF"). As a result of the final transition phases, the budget reflects the new Operational Agreement with ReCommunity Inc, and the Intergovernmental Agreement with the City of Milwaukee. The transition to single sort collection results in an anticipated increase in recycling tonnage collected of over 25% (19,000 to 25,000 tons) over a three year period, starting in 2015.

General Government revenues are budgeted at $888,500, which consists of the State Recycling Grant and includes grants of $785,000 for communities currently in the County program. Due to projected state budget cuts in 2016, grant revenues are reduced $165,000 or 17.4%. An additional $103,500 of grant funding has been added in anticipation of several new communities joining the County program in 2016.

Overall, other revenues decrease $156,400 to $2,314,000, mainly due to a decrease of $168,000 from the 2015 budget related to a per ton fee collected from the county's recycling processor and reserved for future capital improvements. These revenues are still accounted for and will be used to pay for future capital improvements, but in the form of MRF fund balance. Other Revenues mainly consist of material sales revenues that are projected to decrease $11,100 to $2,127,300. Education fee revenue related to $2 per ton fee provided by the private processing vendor is budgeted to increase $3,700 to $57,700 based on an increase in tonnage, and revenue for the sale of compost bins and the cost share for the composting program is budgeted to increase $19,000 to $29,000. Landfill fees are budgeted to remain at 2015 budgeted levels of $100,000 to assist in covering transition costs.

Appropriated MRF Fund Balance increases $242,500 to $1,342,500 and includes $1,193,000 to fund the base dividend and recycling incentive portion of the annual recycling dividend paid to participating municipalities (discussed below). In addition, $77,500 is budgeted to fund future capital improvements at the Valley MRF (using prior year equipment replacement revenues), and the remaining $72,000 in MRF Fund Balance, consists of prior-year State Recycling Efficiency Initiative (REI) grant funding and is used to provide yard waste composting services to municipalities. Cost-sharing agreements with each participating municipality will phase out county funding over the next 10 years, or until the balance of REI grant funds are used up, whichever comes first.

Personnel costs increase by $22,968, reflecting cost to continue existing staff levels, as well as increases in health insurance costs of nearly $11,700 related to changes in employee health plan selection, as well as a slight 0.05 FTE increase in extra help.

Operating expenses are budgeted to increase about $127,100 from the 2015 budget. Depreciation expenses increase $110,500 from 2015 due to 2016 being the first full year of depreciation on the new facility. Repair and Maintenance costs increase $77,500 to fund scheduled maintenance projects at the Valley MRF facility. Grants to communities increase $43,000 mainly due to the inclusion of an additional $192,800 of dividend payments for new communities joining the County program as mentioned above, as well as $30,900 increase in additional educational promotions, printing and postage costs. These increases are partially offset by decreases in contracted service costs for processing recyclable, yard waste compost and media buys by $60,000, transportation services decrease by $39,000 due to new 7 year contract for municipal drop off site collections, Waste disposal costs are reduced $13,500 due to the (Act 301) State waving landfill tipping fee for residue derived from certified MRF and Consulting Services for Education on single sort collection system are reduced by $10,000.

Interdepartmental charges have increased just over $21,000 to $215,187 mainly due to a $25,000 increase in administrative overhead charges which are partially offset by a $4,800 reduction in drop off site and building maintenance costs.

Fixed assets increase by $100,000, which are designated for future equipment repair/replacement in accordance with the intergovernmental agreement with Milwaukee.

Recycling disbursements to communities participating in the County's Recycling program (mentioned above, and displayed in the table below) remain fairly constant overall. However, individual components of the disbursement are modified to reflect possible program changes and recently executed intergovernmental agreements with participating municipalities. The disbursement includes a base dividend and recycling incentive, along with a direct haul compensation, recycling container credit, and yard waste composting. The table below and accompanying footnotes describe each of these disbursement components in detail, as well as 2016 changes. Note that the first two components of the disbursements include additional amounts to allow for up to three additional municipalities that have expressed an interest in consolidating into the Waukesha County Recycling Program.

Disbursement and other grants to communities: 2015 and 2016

	'15 Budget	'16 Budget	Bud. Chng.	% Chng.
Base Dividend (a)	$500,000	$581,000	$81,000	16.2%
Recycling Incentive (b)	$500,000	$612,000	$112,000	22.4%
Direct Haul Compensation (c)	$310,000	200,000	($110,000)	(35.5%)
Recycling Container Credit (d)	$490,000	$450,000	($40,000)	(8.2%)
Subtotal Disbursement to Participating Municipalities	**$1,800,000**	**$1,843,000**	**$43,000**	**2.4%**
Other Recycling Grants to Communities/Organizations (e)	$128,000	$88,000	($40,000)	(31.3%)
Total Grants to Communities	**$1,928,000**	**$1,931,000**	**$3,000**	**0.2%**

(a) Base dividend is proportional to community recycling program costs, including municipal contracts for recyclable collection services. Amount shown is what will be allocated based on community financial reports.
(b) Recycling Incentive is based on the tons of recycling material processed at the MRF for each community. Amount shown will be allocated proportionally based on tonnage reports.
(c) Direct Haul Compensation is based on the additional costs communities must pay to haul recyclables directly to the Joint MRF in Milwaukee compared to the Waukesha MRF location.
(d) Recycling Container Credit is a standard per household payment, based on container size, to support the costs of the recycling containers in local hauling contracts.
(e) Other recycling grants to communities include funding for green school program, special event recycling program, subsidies for recyclables drop-off site operations and yard waste composting program.

Activity Data	2014 Actual	2015 Budget	2015 Estimate (a)	2016 Budget	Budget Change
Tons processed at County compost facility	4,170	8,200	6,000	6,000	(2,200)
Tons of office paper and containers recycled – County	289	295	300	325	30
Number of participants in education presentation/events	7,143	5,000	5,000	5,500	500
Lbs. of residential computers recycled (a)	1,425,000	1,000,000	500,000	1,000,000	-

(a) Due to contract performance issues no municipal electronics recycling collection sites have operated through August of 2015.

MRF Program Units

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
MRF-Operations						
Revenues	$2,065,836	$3,252,400	$2,845,000	$3,202,500	($49,900)	-1.5%
Appr. Fund Balance	$1,028,837	$1,100,000	$1,100,000	$1,265,000	$165,000	15.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Expenditures	$2,359,515	$4,336,508	$3,676,759	$4,430,366	$93,858	2.2%
Operating Income/(Loss)	$735,158	$15,892	$268,241	$37,134	21,242	133.7%
MRF-Equipment Replacement						
Revenues (a)	$0	$168,000	$150,000	$0	($168,000)	-100.0%
Appr. Fund Balance (a)	$0	$0	$0	$77,500	$77,500	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Expenditures	$0	$0	$0	$77,500	$77,500	N/A
Operating Income/(Loss)	$0	$168,000	$150,000	$0	(168,000)	-100.0%
MRF Total						
Revenues	$2,065,836	$3,420,400	$2,995,000	$3,202,500	($217,900)	-6.4%
Appr. Fund Balance	$1,028,837	$1,100,000	$1,100,000	$1,342,500	$242,500	22.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Expenditures	$2,359,515	$4,336,508	$3,676,759	$4,507,866	$171,358	4.0%
Operating Income/(Loss)	$735,158	$183,892	$418,241	$37,134	(146,758)	-79.8%

(a) In 2016, $77,500 in MRF fund balance is budgeted to fund capital improvements, previously budgeted in an Other Revenue account in 2015. This consists of prior year equipment replacement revenues based on a per ton fee paid by the county recycling processor for county recycling tonnage. This revenue will continue to be accounted for and will continue to be used for future capital improvements moving forward.

Major Departmental Strategic Outcomes and Objectives for 2016

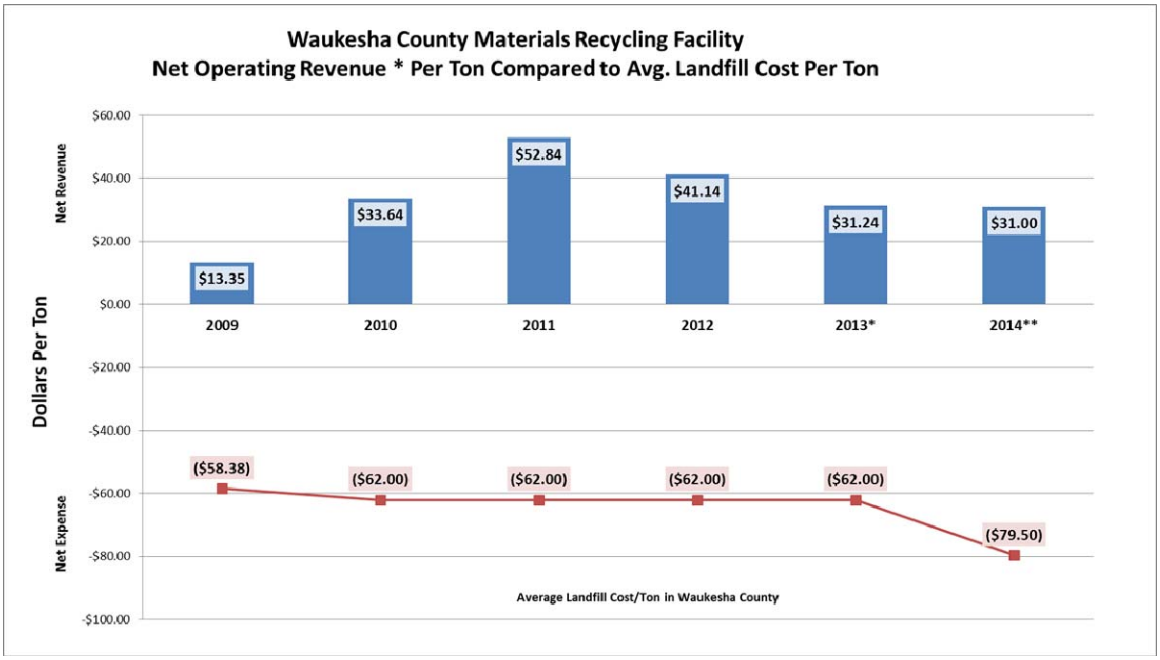
County-Wide Key Strategic Outcome: An environmentally responsible County

1 Objective: Maximize recycling rates and net revenues through a joint single stream Material Recovery Facility (MRF) with the City of Milwaukee. (Strategic Objective 3.3)

Key Outcome Indicators:
1. Develop and implement a plan to provide larger recycling containers for participating communities to improve recycling rates.
2. Develop and implement a public educational campaign to promote a conversion to single sort recycling and to minimize Joint MRF residue rates.
3. Prepare and implement a plan to transport County recyclables to the Joint MRF in the most cost effective manner for each community.

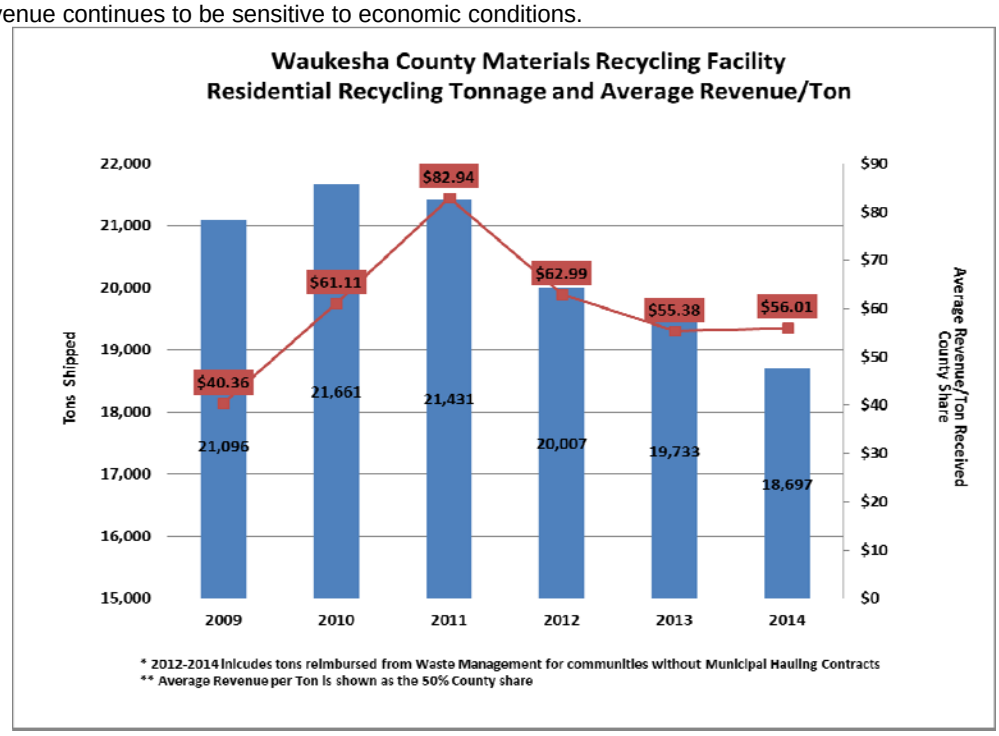
Performance Measures	Year 2015 Benchmark	Year 2016 Goal	Year 2017 Goal
Annual County recycling tons processed increasing 25%	22,000	25,000	25,000
Total annual Joint MRF recycling tons processed > 60,000 tons	60,000	60,000	60,000
% residue for County tons processed at Joint MRF < 8%	10%	8%	8%
100% of households converted to larger container/single sort	90%	100%	100%

The following chart shows the net operating cost per ton compared to the average landfill tip fees in Waukesha County for the past six years. There has been a positive net operating cost mainly due to recycling revenue, recovering commodity markets and a significant reduction in processing costs due to a new vendor contract in 2008. With the economic downturn in 2009 market revenues declined, however, markets are recovering but remain sensitive to economic conditions. The 2014 landfill disposal charge for solid waste in Waukesha County was an average of $79.50 per ton ($74 at Emerald Park and $85 at Orchard Ridge). The six year net average operating gain is $33.84 per ton and when added to average landfill costs are $113.37 per ton advantage to recycling.



*The 2013 data was updated to reflect actual revenue decline from 2012 to 2013.
**The 2014 landfill gate rates were provided by the Wisconsin Department of Natural Resources.

The continued decline in recycling tonnage since 2010 highlighted the need to convert from the dual to a single sort recycling system which simplifies recycling and accepts more materials for processing. With 90% of all households in the program fully converted to single sort in 2015, the tonnage is projected to increase 15% in year one. The remaining 10% of community partners will be fully transition to single sort collection by January 1, 2016. Revenues per ton are also projected to increase under the new operating contract with an 80% revenue share instead of the previous 50% share although, the revenue continues to be sensitive to economic conditions.



THIS PAGE LEFT BLANK

Return to Table of Contents

Public Works

Return to Table of Contents

TABLE OF CONTENTS
PUBLIC WORKS

Public Works Functional Area Summary 315

Public Works- ALL FUNDS 321
Fund: General 331
Construction Services 332
Building Improvement Plan 333
Energy Consumption 335
Facilities Maintenance 337
Housekeeping Services 338
Administrative Services 339

Fund: Transportation Fund 340
County Operations 341
State Highway Operations 344
Transit Services 346
Engineering 348
Traffic Control 351
Permit Processing 352

Fund: Central Fleet Maintenance 354
Repair & Maintenance 355
Central Fueling 358

Fund: Vehicle/Equipment Replacement 360
2016 Replacement Plan 362
Five Year Replacement Plan 363

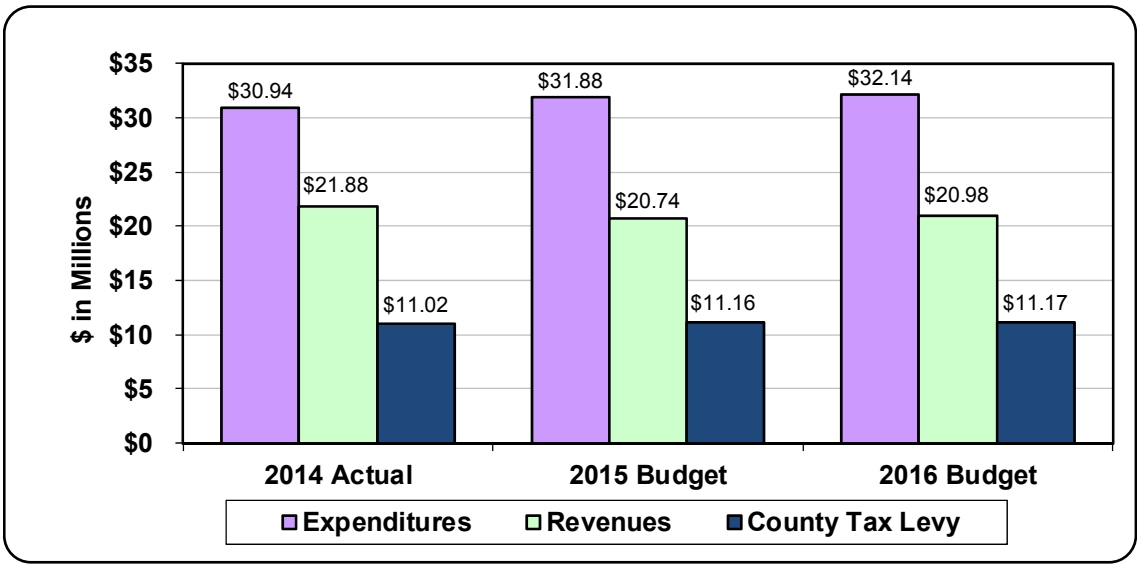
Fund: Airport Operations 364

PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and facilities, maintenance, housekeeping services. The **Transportation Fund** includes all maintenance and repair services for the County Trunk Highway System and provides appropriations for maintenance and repair of State Trunk Highways within the County, under contract with the State Department of Transportation (DOT) and engineering, permit processing and traffic control for roadways. Also in the fund are contracted **transit service** activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and contracted program administration. A **Central Fleet Maintenance Internal Service Fund** provides for maintenance and repairs of County-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair and replacement decisions. The **Vehicle/Equipment Replacement Internal Service Fund** finances necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Operations Enterprise Fund** of the Department of Public Works, through a Fixed Based Operator contract, maintains and operates a reliever airport serving general aviation and business travel needs.

Not included in this functional area are Public Works related capital projects, (See Capital Projects Section) and major IT equipment replacements (from the End-User Technology Internal Service Fund, in General Administration Functional Area Section).



The 2016 expenditure budget for this functional area totals $32,144,577 after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of $265,833 or 0.8% from the 2015 Adopted Budget. Budgeted revenues (including $529,912 of Fund Balance appropriations) total $20,980,957, an increase of $243,224 or 1.2% from the previous year's budget. The tax levy necessary to fund this functional area totals $11,166,428, an increase of $10,000 or 0.1% from the 2015 Adopted Budget.

Return to Table of Contents

** PUBLIC WORKS **

Functional Area Summary by Agency

	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	%
*** TOTAL PUBLIC WORKS ***						
Revenues (a)	$21,878,359	$20,737,733	$20,752,957	$20,980,957	$243,224	1.2%
County Tax Levy (b)(c)	$11,022,983	$11,156,428	$11,156,428	$11,166,428	$10,000	0.1%
Expenditure (d)	$30,936,994	$31,878,744	$31,305,116	$32,144,577	$265,833	0.8%
Rev. Over (Under) Exp.	$1,310,717	$0	$548,741	$0	$0	N/A
Oper Income/(Loss) (d)	$653,631	$15,417	$55,528	$2,808	($12,609)	-81.8%
BREAKDOWN BY AGENCY						
PUBLIC WORKS						
Revenues	$21,878,359	$20,737,733	$20,752,957	$20,980,957	$243,224	1.2%
County Tax Levy	$11,022,983	$11,156,428	$11,156,428	$11,166,428	$10,000	0.1%
Expenditure	$30,936,994	$31,878,744	$31,305,116	$32,144,577	$265,833	0.8%
Rev. Over (Under) Exp.	$1,310,717	$0	$548,741	$0	$0	N/A
Oper Income/(Loss)	$653,631	$15,417	$55,528	$2,808	($12,609)	-81.8%

PUBLIC WORKS

Functional Area Budget Highlights

Significant Budget and program changes for the Public Works department are highlighted as follows:

- **State General Transportation Aids (GTA) funding** is budgeted to increase by about $138,000 to $4.6 million in 2016 based on actual revenue received in 2015. General Fund Balance that was budgeted in previous years to offset state GTA reductions has been fully-phased out for 2016 ($175,000 budgeted in 2015).
- **State Highway Maintenance operations revenue reimbursements** for work on State roads as directed by Department of Transportation are budgeted to increase by nearly $151,000 to about $5.8 million. This includes $163,000 of anticipated higher State Routine Maintenance Agreement (RMA) reimbursements. This is partially offset by a $12,000 decrease in reimbursements for Performance-Based Maintenance (PbM) work. PbM was first piloted in 2014 to examine a new way of funding state highway maintenance, through a system where the County submits quotes for State-specified projects (versus the RMA system that reimburses for time and materials), which may incentivize efficient maintenance work.
- **The State Highway Maintenance** program eliminates nearly 2.0 FTE of temporary (extra help) seasonal patrol worker assistance, budgeted at about $95,000 in 2015. This workload, used to provide second-shift highway maintenance during the winter, is expected to be absorbed by additional patrol worker staff added in the current-year 2015 budget. This is partially offset by an increase in budgeted overtime by $19,000 for an additional 0.23 FTE about 480 hours).
- **Road Salt expenditures for County Highway snow removal operations** are budgeted to decrease by about $21,500 in 2016. Salt rates are increasing $1.31 per ton or 2.1% from $62.41 per ton to $63.72 per ton. Estimated salt usage on County Highways is estimated to remain at the 2015 budgeted level of 16,400 tons. Road salt purchased and then sold to municipalities is budgeted to decrease by about $112,000 based on a decrease in estimated municipal salt sales by 1,900 tons, from 7,000 tons to 5,100 tons. Revenues from these salt sales decrease about $125,000 (includes $7 per ton handling fee).
- The **Central fleet Vehicle Fuel** budget assumes no change in fuel price from the 2015 budget at $3.80 per gallon.
- The **Central Fleet Repair and Maintenance** budget includes an increase in interdepartmental revenues by nearly $149,000 for labor, parts and commercial charges, reflecting a 2% increase in labor rates and higher levels of service requested, mostly due to an increase in parts purchases of $86,550 and commercial services of $25,300.
- County Tax Levy support for **Transit Services** remains at $867,700. General Fund Balance of $50,000 is budgeted for fuel adjustment clauses in vendor contracts. The State and Federal revenue reimbursement rate (of gross transit expenses) is budgeted at 57.55%, an increase from the 2015 budgeted rate of 55.3%. The 2016 operating expense budget reflects a similar level of transit service overall. Modifications include a change in name for Route 10, now called the Gold Line, which will have fewer stops (run quicker) and expanded hours on the weekend. Route 79, while providing the same level of service, is costing more in 2016 due the continuation of the Zoo Interchange project causing traffic delays and additional route detours. There are no fare increases planned in the 2016 budget. Higher route costs are mostly offset by increases in budgeted revenue reimbursements, mentioned previously.
- The **Engineering Services Program** includes an increase in reimbursement revenues for engineering/design services and bridge inspection services of about $151,000, from about $81,000 to $232,000. The increase is largely due to staff planning to perform in-house engineering design work for more intersection improvement projects, which are reimbursed by the federal Highway Safety Improvement Program (HSIP) at 90% of costs.
- **Department of Public Works – General Fund position budget** includes unfunding of a Housekeeping Supervisor position, estimated to save approximately $69,800. These savings are partially offset by designating a Building Service Worker as a lead position on a pilot basis, estimated to cost about $3,100. The Lead Building Service Worker will help assume the former Housekeeping Supervisor's workload by aiding in inspections, directing housekeeping work and helping with scheduling.
- **Energy and Utility budget costs for County facilities** are budgeted to decrease by about $24,000, mainly due to not budgeting for utility costs at the vacant former Health and Human Services Buildings in 2016. In addition, utility costs at the new Waukesha Employee Health and Wellness center will now be accounted for directly in that budget (Health Insurance Internal Service Fund). Excluding those two facilities, utility costs are budgeted to increase about $44,200, including natural gas by about $30,600 and electricity by $13,600, in anticipation of higher utility rates**.** Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- **The building improvement maintenance plan** totals $950,000, which is unchanged from the 2015 budget. The maintenance plan for 2016 is funded with $850,000 of County Tax Levy and $100,000 of General Fund Balance, which is a decrease of $50,000 from the 2015 budget. The goal is to gradually phase out General Fund Balance use in the plan.
- County Tax Levy budgeted in the **Airport Operations Fund** is budgeted to decrease by $10,000, from $162,563 to $152,563, largely due to a $25,000 increase in fuel fees. The Airport receives $0.10 per gallon sold by fuel providers. The increase is based on higher prior-year actual revenues received and a new fuel provider at the airport.

Return to Table of Contents

BUDGETED POSITIONS 2014-2016
SUMMARY BY AGENCY AND FUND

PUBLIC WORKS

Agency	Fund	2014 Year End	2015 Adopted Budget	2015 Modified Budget	2016 Budget	15-16 Change
PUBLIC WORKS	General	45.90	45.90	45.90	44.90	(1.00)
PUBLIC WORKS	Transportation	72.70	76.70	76.70	76.70	0.00
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
TOTAL REGULAR POSITIONS		135.60	139.60	139.60	138.60	(1.00)
TOTAL EXTRA HELP		5.37	5.11	5.11	2.81	(2.30)
TOTAL OVERTIME		3.49	3.79	3.79	4.02	0.23
TOTAL BUDGETED POSITIONS		144.46	148.50	148.50	145.43	(3.07)

2016 BUDGET ACTIONS

Public Works - General
Unfund: 1.00 Housekeeping Supervisor

Public Works - Transportation
Decrease: 1.89 FTE Extra Help
Increase: 0.23 FTE Overtime

Central Fleet
Reduce: 0.41 FTE Extra Help

2015 CURRENT YEAR ACTIONS
None

Return to Table of Contents

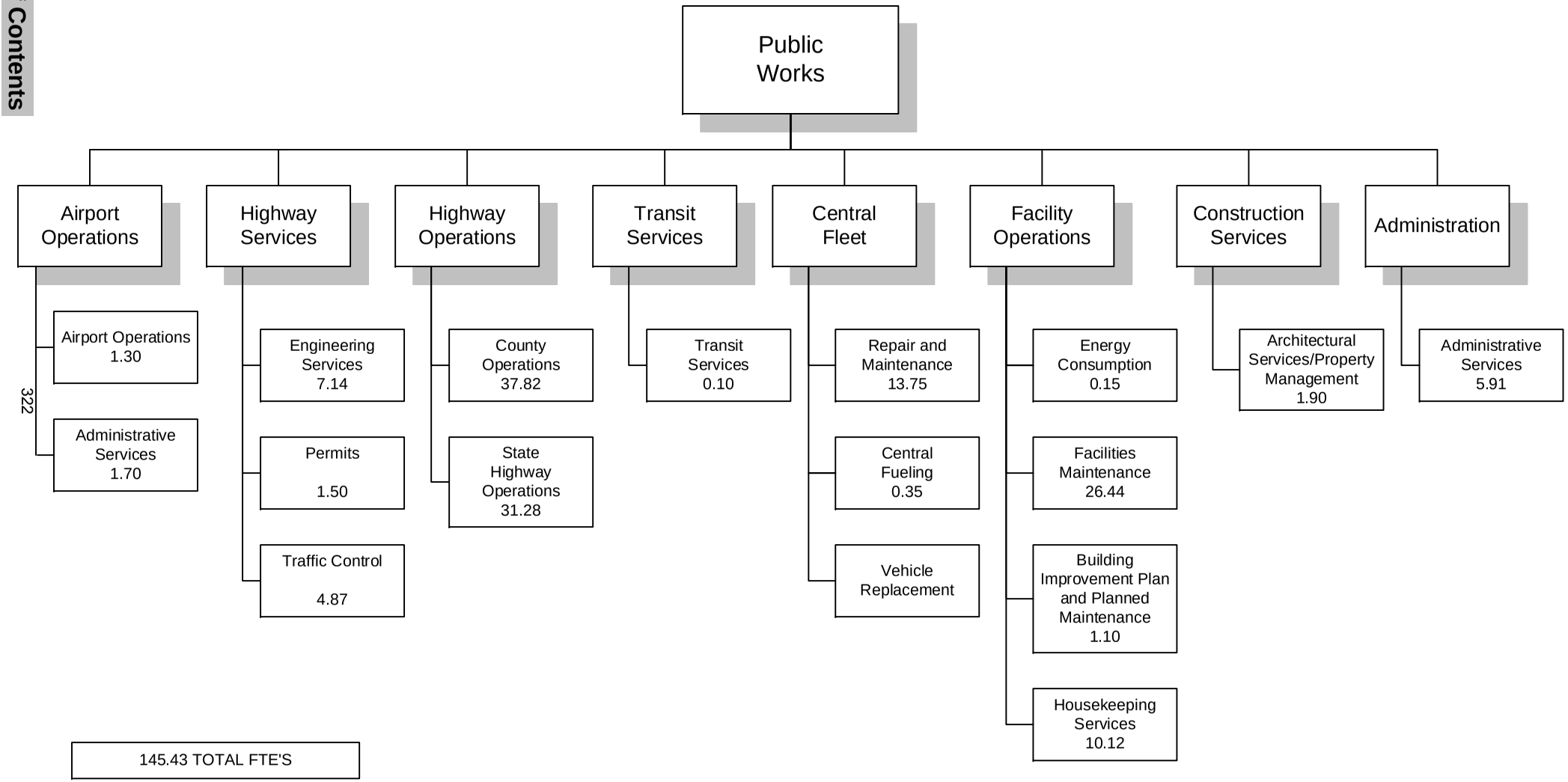
Public Works

Return to Table of Contents

Return to Table of Contents

PUBLIC WORKS

FUNCTION / PROGRAM CHART



145.43 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Statement of Purpose

Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate (b)	2016 Budget	Change From 2015 Adopted Budget $	%
Public Works-General Fund						
Revenues (c)	$1,130,962	$831,315	$1,036,894	$568,383	($262,932)	-31.6%
County Tax Levy	$7,871,445	$7,968,437	$7,968,437	$8,113,795	$145,358	1.8%
Expenditures	$8,794,119	$8,799,752	$8,817,997	$8,682,178	($117,574)	-1.3%
Rev. Over (Under) Exp.	$208,288	$0	$187,334	$0	$0	N/A
Transportation Fund						
Revenues (c)	$12,260,389	$11,920,132	$12,032,887	$12,122,530	$202,398	1.7%
County Tax Levy	$2,958,975	$3,025,428	$3,025,428	$2,900,070	($125,358)	-4.1%
Expenditures	$14,116,935	$14,945,560	$14,696,908	$15,022,600	$77,040	0.5%
Rev. Over (Under) Exp.	$1,102,429	$0	$361,407	$0	$0	N/A
Central Fleet						
Revenues (c)	$4,178,772	$3,893,769	$3,592,160	$4,091,729	$197,960	5.1%
County Tax Levy (a)	$0	$0	$0	$0	$0	N/A
Expenditures	$4,021,426	$3,893,197	$3,581,683	$4,090,150	$196,953	5.1%
Operating Inc./(Loss) (d)	$157,346	$572	$10,477	$1,579	$1,007	176.0%
Vehicle Replacement						
Revenues (c)	$3,312,256	$3,091,506	$3,091,506	$3,171,437	$79,931	2.6%
County Tax Levy (a)	$0	$0	$0	$0	$0	N/A
Expenditures	$2,822,455	$3,076,661	$3,076,661	$3,170,208	$93,547	3.0%
Operating Inc./(Loss) (d)	$489,801	$14,845	$14,845	$1,229	($13,616)	-91.7%
Airport						
Revenues (c)	$995,980	$1,001,011	$999,510	$1,026,878	$25,867	2.6%
County Tax Levy	$192,563	$162,563	$162,563	$152,563	($10,000)	-6.2%
Expenditures	$1,182,059	$1,163,574	$1,131,867	$1,179,441	$15,867	1.4%
Operating Inc./(Loss) (d)	$6,484	$0	$30,206	$0	$0	N/A
Total All Funds						
Revenues (c)	$21,878,359	$20,737,733	$20,752,957	$20,980,957	$243,224	1.2%
County Tax Levy (a)	$11,022,983	$11,156,428	$11,156,428	$11,166,428	$10,000	0.1%
Expenditures	$30,936,994	$31,878,744	$31,305,116	$32,144,577	$265,833	0.8%
Rev. Over (Under) Exp.	$1,310,717	$0	$548,741	$0	$0	N/A
Operating Inc./(Loss) (d)	$653,631	$15,417	$55,528	$2,808	($12,609)	-81.8%

Position Summary (FTE)					
Regular Positions	135.60	139.60	139.60	138.60	(1.00)
Extra Help	5.37	5.11	5.11	2.81	(2.30)
Overtime	3.49	3.79	3.79	4.02	0.23
Total	144.46	148.50	148.50	145.43	(3.07)

(a) Tax Levy amount is not determined by expenditures less revenues.
(b) The 2015 Estimate includes 2014 budget appropriation carryovers and open encumbrances, which modified the 2015 budget after it was adopted.
(c) Includes General Fund Balance in the General Fund of $636,629 in 2014, $251,000 in the 2015 adopted, $471,800 in the 2015 estimate, and $130,000 in the 2016 budget; Transportation Fund includes General Fund Balance of $234,900 in 2014, $225,000 in the 2015 adopted budget, $248,681 in the 2015 estimate, and $88,000 in the 2016 budget; Central Fleet Fund Balance appropriations of $183,774 in 2014, $101,083 in the 2015 adopted budget, $105,363 in the 2015 estimate, and $111,083 in the 2016 budget; and Airport Operations Fund Balance of $180,829 in 2014, $210,829 in 2015, and $200,829 in the 2016 budget.
(d) Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: A safe county

Objective 1: After a winter storm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.

Key Outcome Indicator: Achieve a 90% bare pavement on County Trunk Highway Systems as defined by the Wisconsin Department of Transportation by category within the noted targets as shown below.

Road Category	2013/2014 winter actual	2014/2015 winter actual	2015/2016 Target
Category 2: • High volume four lane highways (ADT>= 25,000) and • Some four lane highways (ADT<=25,000) • Some six lane highways. *i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield*	2.73 hours	1.73 hours	2.00 hours
Category 3: • All other four lane highways (ADT<25,000). *i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha*	2.94 hours	2.46 hours	2.00 hours
Category 4: • Most high volume two lane highways (ADT>=5,000) • Some two lanes (ADT < 5,000). *i.e. CTH C in Genesse and Delafield. CTH V V in Town and Village of Merton*	3.63 hours	2.32 hours	3.00 hours
Category 5: • All other two lane Highways *i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle*	3.00 hours	2.00 hours	4.00 hours

Note: 1. ADT = Average Daily Traffic
2. Category 1 is not shown above as it refers to major urban freeways and most highways with six lanes and greater which is managed and controlled by the State Highway system.

Objective 2: Maintain a sufficiency index of 80.0 for county bridges and reduce number of load posted bridges to a level of 0 by 2015. Maintain a pavement condition index of 70.0 for County highway and airport pavements.
Key Outcome Indicator: Bridge sufficiency index benchmark at 80 or above and pavement condition index benchmark at 70 or above.

Performance Measures	2014 Actual	2015 Target	2015 Estimate	2016 Target
Bridge Conditions				
Sufficiency Index Benchmark:		80.0		80.0
Sufficiency Index: Actuals	**84.2**	**83.5**	**84.8**	**84.0**
Number of Bridges	65	67	67	67
Load Posted Bridges	1	0	0	0
Pavement Condition Index				
County Highway System				
Benchmark		70.0		70.0
PCI—Actual				
Asphalt—primary (arterial highways)	67.0	67.0	66.0	66.0
Asphalt—secondary (major collector highways)	62.0	58.0	58.0	57.0
Asphalt—tertiary (minor collector highways)	53.0	58.0	58.0	57.0
PCI -- Concrete	67.0	61.0	59.0	56.0
Waukesha County Airport				
Benchmark		70.0		
Runways	73.0	95.0	95.0	95.0
Taxiways	80.0	87.0	89.0	89.0
Aprons	73.0	75.0	75.0	78.0
Landside Pavements	71.0	73.0	72.0	74.0

Objective 3: In a partnership with Department of Parks & Land Use implement an improved Asset management system (Cartegraph). The new system will place asset data into a single database. This will enable The Department to electronically track complaints, and issue work requests and work orders. These work orders can then be used to charge labor, materials and equipment against an asset and report on where and for what costs are being incurred. The system will improve the ability to field manage assets, provide improved data entry, documented workflows, improved reporting.

Performance Measures

	Benchmark/Target	2016 Actual
Respond to On-line Customer Inquiry/Issue that we have received the request and are investigating.	1 business day	TBD
Convert Work Requests to Work Order from On-line Customer Inquiry/Issue	3 business days	TBD
YourGov Smartphone and Website Implementation	End of Fourth Quarter 2015	N/A
Complete Pot Hole Repair request	1 business days	TBD
Complete Mowing for Safety (Vision) Request	1 business days	TBD
Customer Satisfaction level based on YourGov Surveys	Increase by 20% (before request was submitted to after request was completed)	TBD
Add retaining wall data to Cartegraph database	End of Fourth Quarter 2015	N/A

Key Outcome Indicator - Evidence of Success:

- Annual reporting out of maintenance costs for roadway assets and other individual costs such pavement repair, drainage costs, traffic signal repairs will aid staff in determining if capital improvement expenditure is a more cost effective option than ongoing repair and maintenance. To date the Department has only been recording cost data for one year, which is too small a sample to provide meaningful information. It will likely take another 4 years of data collection before the Department has enough information so that maintenance costs can begin to identify and/or influence capital project selection.

- Tracking life cycle costs of assets - initial installation plus repair and maintenance costs - allows staff the ability to make cost effective decisions regarding materials and techniques for asset replacement. Operational budgeting will be aided by an understanding of annual asset repair and replacement cost. Over the next year, ready for the 2017 budget cycle, the Department will develop KOI's and benchmarks for its assets similar its current goals for Pavements and Bridges. These assets may include items such as culverts, traffic signals and signage.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 4: Maintain or reduce the maintenance and housekeeping costs per square foot in county buildings and utility consumption usage by comparing current year usage and the next target year with previous year's usage. (Facilities Maintenance and Services)

Key Outcome Indicator: Annual utility consumption usage and square foot program costs across all major County buildings.

Performance Measures	2014 Actual	2015 Target	2015 Estimate	2016 Target
Utility Consumption per rentable square foot **				
Natural Gas Therm usage per rentable sq ft. **	0.78	0.93	0.88	0.93
Electric Kilowatt-hour per rentable sq. ft.**	12.93	17.00	15.00	17.00
Water Gallons usage per rentable sq. ft.**	21.13	28.50	26.00	28.50
Maintenance & Housekeeping costs per square foot **				
Maintenance costs per rentable sq ft**.	$1.66	$1.90	$1.85	$1.90
Housekeeping costs per rentable sq. ft.**	$2.69	$2.83	$2.75	$2.76

** Rentable square foot is the working square footage to support a particular function; this often includes space for furniture as well as chair movement and circulation.

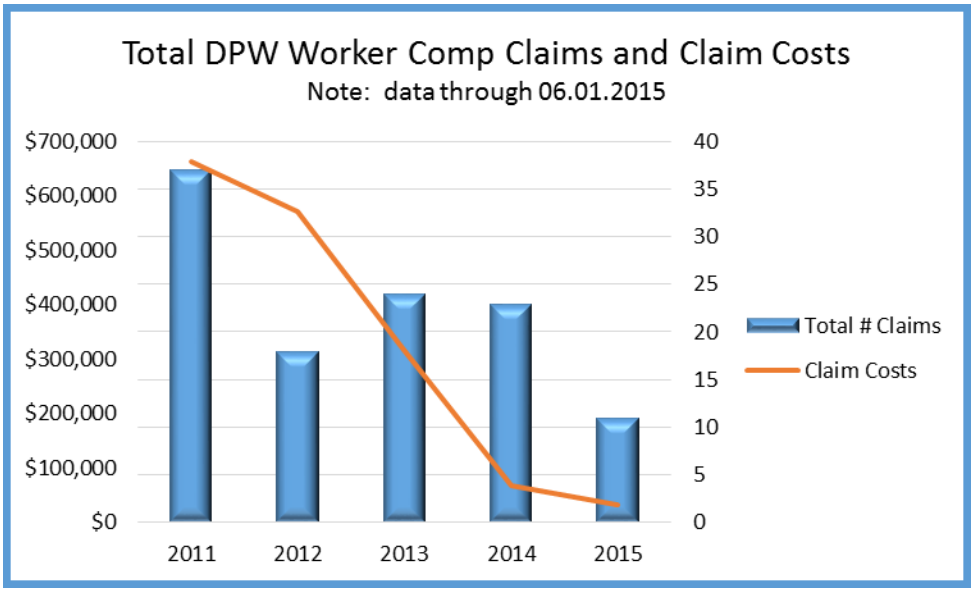
Objective 5: Advance portions of the Airport marketing plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy. Additionally, coordinate with other groups to develop events that promote aviation and the Waukesha County Airport.

Key Outcome Indicator: Continue implementation of the Airport marketing plan expected results include more demand for the construction of new corporate and business hangars, an increase in airport operations and activities, and an increase in fuel flowage and hangar rental revenues.

Marketing Performance Measures	**2014 Actual**	**2015 Estimate**	**2016 Target**
Customer Satisfaction Survey (biennial)			
-Management Effectiveness	89%	90%	90%
-Communication Effectiveness	84%	85%	85%
T-Hangar Occupancy Rate *	83%	74%	80%
Total Cumulative # of Hangars	54	54	55

* A study of the T-Hangars was completed in May 2014 to address the aging structures and plan future improvements to increase occupancy.

Objective 6: Reduce workers compensation claims through improved safety awareness, training, wellness and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.



Objective 7: Deliver clear, timely and coordinated information within and across Public Works divisions and between departments to improve productivity and employee engagement.

- Implementation of a creative resource team has resulted in new and creative presentation styles for department wide and county wide communications.
- Installation of Thin Client Servers allows all staff access to County Intranet and Countywide communications including the E-Suggestion Box to submit process improvement ideas.
- Increased use of Twitter for DPW Road Closures and Road Conditions. 316 followers of our tweets since October of 2010.

Objective 8: Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.

- Working with Human Resources, DPW is including the following positions into the open Pay for Performance salary ranges effective January 1, 2016:

Title	# Positions	Division
Programs & Projects Analyst	1	Airport
Engineering Technician	1	Engineering
Senior Engineering Technician	2	Engineering
Architectural Services Technician	1	Facilities Management
Electrician	1	Facilities Management
Maintenance Mechanic III	5	Facilities Management

- The Central Fleet Division pay for performance system program was implemented in 2013.
- DPW implemented an Employee Recognition Program in 2015 which ties directly to the countywide recognition program.

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 9: Provide an efficient and effective mass transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.
Key Outcome Indicators: Rides per revenue hour should consistently exceed 10.00 rides per revenue hour. (Revenue hour is the time when a vehicle is available to the general public and there is an expectation of carrying passengers)

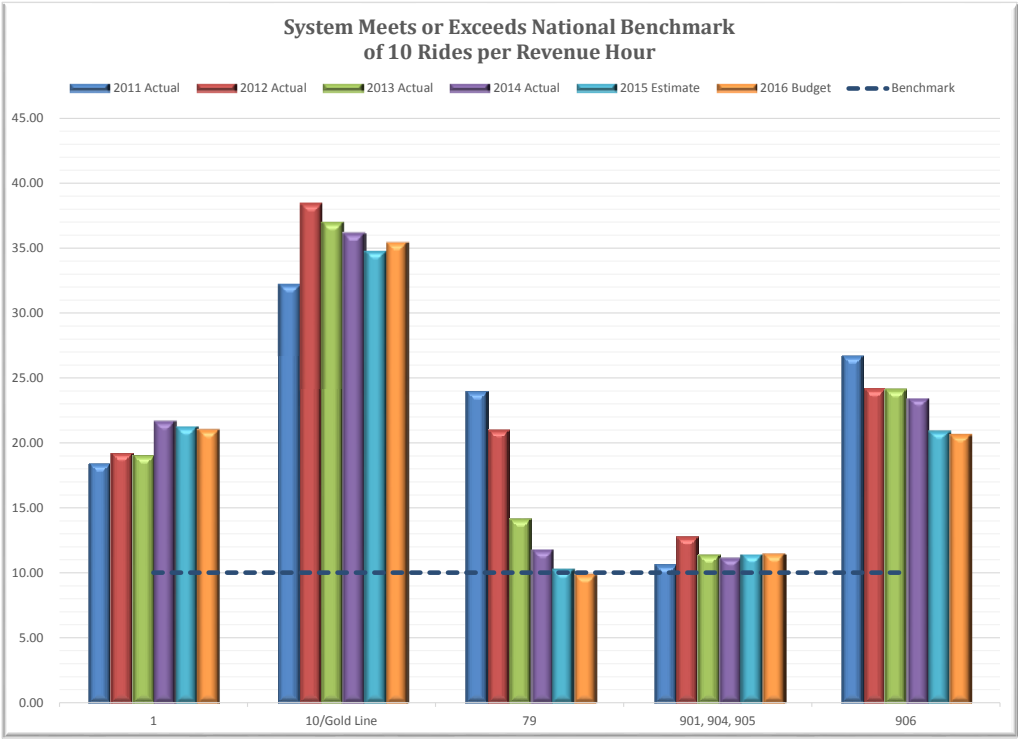
Rides Per Revenue Hour

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	15-16 Change
1	Waukesha Metro to Brookfield Square	18.46	19.25	19.15	21.71	18.58	21.29	21.07	2.49
10/Gold Line	Brookfield Square Extension *	32.31	38.39	37.03	36.20	35.54	34.79	35.43	(0.11)
79	Weekday from Menomonee Falls to Downtown Milwaukee **	24.01	21.05	14.32	11.86	11.60	10.30	9.97	(1.64)
901, 904, 905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.64	12.80	11.55	11.24	10.50	11.48	11.56	1.07
906	Weekday between Mukwonago and Milwaukee via I-43	26.76	24.22	24.23	23.52	23.73	20.96	20.70	(3.03)
Avg Ride per Revenue Hour for all Fixed Routes		$17.46	$21.07	19.66	19.54	18.46	19.09	19.09	0.63

Route	Route Description
1	Waukesha Metro to Brookfield Square
10/Gold Line	Brookfield Square Extension *
79	Weekday from Menomonee Falls to Downtown Milwaukee **
901, 904, 905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.
906	Weekday between Mukwonago and Milwaukee via I-43

Avg Ride per Revenue Hour for all Fixed Routes

***Route 10 runs to downtown Milwaukee. Waukesha County pays from 124th Street to Brookfield Square.**
**** Reduction in 2016 expected due to continuation of zoo interchange construction.**



Objective 10: The Sheriff's Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Total Number of Jail Days Saved (a)	1,474	1,300	1,300	1,300
Value in $ of service to the County (8 hours/day, 3 days/week at $10.76/hr)	$129,895	$111,900	$111,900	$111,900
Huber Workforce at Fleet (hours)	2,080	2,080	2,080	2,080
Huber Workforce at Hwy Ops (hours)	3,181	4,000	3,200	4,000

(a) In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours instead of 24 hours.

Objective 11: Develop internal Department of Public Works fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.

2014 Accomplishments	2015 Accomplishments
Provided training to key Highway Operations staff to provided tools specifically for the financial knowledge and management of the State Routine Maintenance funds, the County Operations budget and the relationship the two budgets have together.	Implemented the use of the Contracts Module in the FMIS financial system to begin efficiently tracking and monitoring all DPW contracts.
At the request of employees, provided an overview of the operational budget, including budget development and budget management.	Provided training on the use of Business Analytics and FMIS for key DPW employees for more effective Project management
Created a LEAN team to review the internal process of the accounts payable system. Result was a clearer understanding of the process, written documentation, and the development of user groups within the department.	Developed training on Operational Budget development and management to be presented to DPW and P&LU staff in October 2015.
	Develop an Airport Business Plan with the goal to be off of Tax Levy Support within 10 years
	Developed a plan for additional revenues to support the Department of Public Works operations. Revenues include: Highway Safety Improvement Program (HSIP) federal funds; maximizing Routine Maintenance Agreement (RMA) state funds for highway maintenance; and increased Federal Aid for Road Capital Projects.

Objective 12: Develop a pilot program that will examine extending the life cycle of patrol trucks by one year, from 8 years to 9 years. Analyze the total life cycle cost of the trucks and report findings to the County Executive and County Board.

- Analysis determined extending the useful life from 8 to 9 years resulted in lowering the annual vehicle replacement charge per truck by approximately $6,100 and did not significantly increase maintenance costs or reduce auction revenues. Lives will be extended as trucks are replaced in the Vehicle Replacement Plan.

Public Works

Fund Purpose

Through planning, design, construction and maintenance, preserve and extend the useful life of the County's facilities. Provide a safe and efficient work environment within the County facilities. Provide managerial, fiscal, technical and clerical support to the capital planning and implementation process in conjunction with an overall approach to addressing County infrastructure issues.

Financial Summary	2014 Actual (a)	2015 Adopted Budget	2015 Estimate (a)(b)	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$18,725	$9,000	$9,000	$9,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$56,965	$60,188	$60,187	$55,897	($4,291)	-7.1%
Interdepartmental	$400,908	$510,777	$474,807	$373,386	($137,391)	-26.9%
Other Revenue	$17,735	$350	$21,100	$100	($250)	-71.4%
Appr. Fund Balance (a)(b)	$636,629	$251,000	$471,800	$130,000	($121,000)	-48.2%
County Tax Levy (Credit)	**$7,871,445**	**$7,968,437**	**$7,968,437**	**$8,113,795**	**$145,358**	**1.8%**
Total Revenue Sources	**$9,002,407**	**$8,799,752**	**$9,005,331**	**$8,682,178**	**($117,574)**	**-1.3%**
Expenditures						
Personnel Costs	$3,352,283	$3,447,246	$3,409,058	$3,398,364	($48,882)	-1.4%
Operating Expenses (a)(b)	$4,362,902	$4,620,230	$4,642,284	$4,450,491	($169,739)	-3.7%
Interdept. Charges	$450,692	$545,276	$535,805	$553,323	$8,047	1.5%
Fixed Assets (a)(b)	$628,242	$187,000	$230,850	$280,000	$93,000	49.7%
Total Expenditures	**$8,794,119**	**$8,799,752**	**$8,817,997**	**$8,682,178**	**($117,574)**	**-1.3%**
Rev. Over (Under) Exp.	$208,288	$0	$187,334	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	45.90	45.90	45.90	44.90	(1.00)	
Extra Help	0.40	0.40	0.40	0.40	0.00	
Overtime	0.31	0.32	0.32	0.32	0.00	
Total FTEs	46.61	46.62	46.62	45.62	(1.00)	

(a) The 2015 estimate includes 2014 carryovers of $255,518 mostly related to the building improvement plan projects, which includes open encumbrances that modified the budget after it was adopted.

(b) General Fund Balance of $130,000 is budgeted in 2016 budget including $100,000 for Building Maintenance Plan and $30,000 for demolition of the final rental property. The 2015 budget includes $251,000, which includes $150,000 for Building Maintenance Plan and $27,000 for possible rental property demolitions and repairs. In addition, $74,000 of General Fund Balance is budgeted to cover one additional year of operating costs associated with maintaining the former Health and Human Services Buildings while it is determined what to do with the vacant facility. General Fund Balance of $636,629 was provided in the 2014 actuals, which includes $270,000 provided in the 2014 Adopted Budget for $243,000 for the Building Maintenance Plan (including $68,000 of prior-year jail assessment fee revenue) and $27,000 for possible rental property demolitions and repairs and carryovers and open encumbrances from 2013 to 2014 totaling $366,629.

Return to Table of Contents

Construction Services

County-Wide Key Strategic Outcome: A well-planned county

Program Description

It is this division's responsibility to coordinate all building related capital projects in the five-year capital plan and major maintenance projects in the Building Improvement Plan. Coordination consists of following County Project Control Methodology to present, implement, design, construct and administer all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project. In addition, this division is responsible for management of properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites as well as preparation and execution of leased space within County office buildings.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**3.05**	**1.35**	**1.35**	**1.90**	**0.55**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$13,470	$9,000	$9,000	$4,500	($4,500)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$27,000	$27,000	$30,062	$30,000	$3,000
County Tax Levy (Credit)	**$328,590**	**$168,556**	**$168,556**	**$205,501**	**$36,945**
Total Revenues	**$369,060**	**$204,556**	**$207,618**	**$240,001**	**$35,445**
Personnel Costs	$318,801	$157,074	$114,120	$187,483	$30,409
Operating Expenses	$40,634	$46,600	$49,500	$51,700	$5,100
Interdept. Charges	$12,083	$882	$782	$818	($64)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$371,518**	**$204,556**	**$164,402**	**$240,001**	**$35,445**
Rev. Over (Under) Exp.	($2,458)	$0	$43,216	$0	$0

Program Highlights

Charges for Services are reduced in the 2016 budget due to the razing of the last rental property, anticipated in mid-year 2016. General Fund Balance of $30,000 appropriated to fund the razing of that last rental property.

Net Personnel costs are increasing by about $30,400. A 0.55 FTE increase in staff time has been allocated to this program area. These positions include 0.75 FTE Architectural Services Technician; 0.50 FTE Construction Project Supervisor; 0.60 FTE Maintenance Mechanic III; and 0.05 FTE Facilities Manager. The 2015 budget included 0.30 FTE Architectural Services Manager, a position abolished mid-2015 to create the Construction Project Supervisor (allocated to this and other program areas in this budget). The new Construction Project Supervisor will perform work involving the operation, supervision, direction, and planning of the maintenance, repair, and upkeep of building structures. In addition, the position will assist with the planning, development, administration, and coordination of new building design and construction projects. Staff support is used to provide support to the capital projects and to provide building project services to the other County departments.

The Operating expenses of $51,700, is a slight increase from the 2015 budget. Expenditures include the cost of property maintenance repairs ($2,000); funds for professional architectural services as needed ($16,500); funds to raze the final rental property in 2016 ($30,000); and funds for professional staff development.

Current and Planned Construction Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 15	Est. Operating Impact
200902	UWW Boiler, Chiller & Controls Rplmnt	2015	$3,360,000	100%	Reduced
201113	Admin Center Roofing Upgrades	2015	$222,000	100%	Reduced
201214	Mental Health Center Chiller Upgrades	2015	$742,000	100%	Reduced
201503	Demolish Former HHS Building	2016	$1,515,000	5%	$74,000 *
201109	Highway Substations HVAC Upgrades	2016	$236,000	5%	Reduced
201413	Law Enforcement Center Mechanical Upgrades	2016	$2,596,000	0%	Reduced
200808	Communications Center Expansion	2017	$3,731,000	0%	TBD
201206	Highway Ops-Fleet Center HVAC Upgrades	2017	$763,000	0%	Reduced
201210	UWW Roofing Upgrades	2018	$4,209,000	10%	Reduced
201412	Mental Health Center Roof Replacement	2018	$253,000	0%	Reduced
201418	Courthouse Project - Criminal Courtroom Construction	2020	$36,400,000	0%	TBD

*Preserving the remainder of the former HHS Buildings is estimated to result in operating costs for maintenance and insurance.

Building Improvement Plan

County-Wide Key Strategic Outcome: A well-planned county

Program Description

Review building structure, mechanical systems and other needs on a regular basis to ensure they are still of good quality and functioning in the most effective manner. Plan for long-term maintenance, repair and replacement and develop a five-year funding plan.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.45**	**0.39**	**0.39**	**1.10**	**0.71**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$586,367	$150,000	$273,587	$100,000	($50,000)
County Tax Levy (Credit)	**$822,886**	**$843,859**	**$843,859**	**$957,769**	**$113,910**
Total Revenues	**$1,409,253**	**$993,859**	**$1,117,446**	**$1,057,769**	**$63,910**
Personnel Costs	$27,963	$43,859	$49,071	$107,769	$63,910
Operating Expenses	$410,534	$775,000	$828,332	$670,000	($105,000)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$628,242	$175,000	$230,850	$280,000	$105,000
Total Expenditures	**$1,066,739**	**$993,859**	**$1,108,253**	**$1,057,769**	**$63,910**

Rev. Over (Under) Exp.	$342,514	$0	$9,193	$0	$0

Program Highlights

General Fund Balance appropriations decrease by $50,000 to fund the costs of on-going painting, roofing and carpeting projects. The use of General Fund Balance is planned to be reduced annually and eventually phased out in future budgets.

Staff support for this program area is increasing by 0.71 FTE in 2016. This is due to allocating 0.40 FTE of a Maintenance Mechanic III position to this program area from the Facilities Maintenance program, shifting 0.25 FTE of the Architectural Services Technician from the Construction Services program and a mid-2015 creation of a Construction Project Supervisor position budgeted at 0.20 FTE in this program area (an increase of 0.06 FTE for the full-year impact).

The Five-Year Building improvement plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over $5,000). Overall, the plan is remaining stable from the 2015 Adopted Budget. The operating expenses are budgeted to decrease in the 2016 budget by $105,000 while the fixed Asset appropriation is budgeted to increase by $105,000 as projects are re-allocated between the two appropriations based on whether they are capitalized or non-capitalized projects. Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings; are requested by other County employees as improvements to their work areas; or have been identified by staff during a condition analysis. Overall, the plan assumes the Courthouse and Northview are in “maintenance only” mode pending renovation, replacement or removal of buildings in the Capital Plan. This means that the mechanical systems may be repaired when broken, however they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Building Improvement Plan by Type of Project

Type of Project	Plan 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Roof	$45,000	$45,000	$45,000	$75,000	$45,000
HVAC	$455,000	$410,000	$415,000	$335,000	$380,000
Furniture	$15,000	$15,000	$15,000	$15,000	$15,000
Paint / Wall Cover	$20,000	$20,000	$50,000	$50,000	$105,000
Electrical	$0	$80,000	$0	$35,000	$50,000
Carpet / Tile / Seal	$35,000	$50,000	$50,000	$70,000	$40,000
Doors & Windows	$15,000	$15,000	$15,000	$15,000	$15,000
Seal/ Tuckpoint	$20,000	$30,000	$80,000	$75,000	$30,000
Maintenance Only (a)	$80,000	$80,000	$80,000	$80,000	$90,000
Remodel	$0	$0	$0	$0	$0
Asbestos	$15,000	$15,000	$0	$0	$0
Safety/Security	$40,000	$40,000	$50,000	$50,000	$30,000
Flooring	$60,000	$0	$0	$0	$0
HVAC Controls	$150,000	$150,000	$150,000	$150,000	$150,000
Grand Total	$950,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance (c)	$100,000	$50,000	$0	$0	$0

Building Improvement Plan by Building

By Building	Plan 2016	Plan 2017	Plan 2018	Plan 2019	Plan 2020
Administration Center	$0	$30,000	$0	$20,000	$0
Communications Center	$0	$0	$0	$0	$0
County Jail	$0	$20,000	$20,000	$20,000	$0
Courthouse	$10,000	$10,000	$10,000	$0	$0
Health Human Services	$70,000	$0	$0	$35,000	$0
Highway Operations	$60,000	$80,000	$40,000	$0	$55,000
Juvenile Center	$0	$0	$0	$0	$0
Law Enforcement Center	$0	$0	$0	$0	$0
Mental Health Center	$0	$0	$0	$0	$0
Other/All Buildings (b)	$670,000	$695,000	$730,000	$825,000	$795,000
UWW	$140,000	$115,000	$150,000	$50,000	$100,000
Grand Total	$950,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance (c)	$100,000	$50,000	$0	$0	$0

(a) Maintenance Only mode includes the Courthouse and Northview facilities operating in “maintenance only” mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.

(b) Projects, as needed, in Other Buildings are groupings of maintenance projects that have been identified through experience as maintenance needs, yet at the time of budget development it is unknown which building will require the specific maintenance. Items included here are flooring replacements, painting, window and door replacements, replace/repair mechanical equipment as needed, tuck point/seal/caulk building envelope as needed and roof repairs as needed. When these projects are completed, the expenses are charged to the building where the work was completed.

(c) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Energy Consumption

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Review of utility bills to monitor energy consumption. Identify possible equipment inefficiencies so repairs can be performed to eliminate energy waste, and identify specifications in new equipment to ensure future energy efficiencies.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.19**	**0.19**	**0.15**	**(0.04)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$43,495	$51,188	$51,187	$51,397	$209
Interdepartmental	$0	$33,900	$0	$0	($33,900)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$34,000	$34,000	$0	($34,000)
County Tax Levy (Credit)	**$1,991,806**	**$2,016,908**	**$2,016,908**	**$2,057,646**	**$40,738**
Total Revenues	**$2,035,301**	**$2,135,996**	**$2,102,095**	**$2,109,043**	**($26,953)**
Personnel Costs	$19,406	$23,596	$24,914	$20,312	($3,284)
Operating Expenses	$2,255,544	$2,112,400	$2,074,900	$2,088,731	($23,669)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,274,950**	**$2,135,996**	**$2,099,814**	**$2,109,043**	**($26,953)**
Rev. Over (Under) Exp.	($239,649)	$0	$2,281	$0	$0

Program Highlights

Charges for services revenues include about $51,400 for County office space rental to outside agencies such as title companies, the Farm Service Agency and the District Court Administrator. Interdepartmental Revenues in 2015 consist of a cross-charge to the Health Insurance Fund for estimated utility charges associated with a new Waukesha Employee Health and Wellness center, housed in the old Public Health Building. In 2016, utility expenditures will instead be directly charged to the Medical/Wellness Center budget, rather than interdepartmentally cross-charged, resulting in the elimination of interdepartmental revenue in this program. General Fund Balance was budgeted to cover one additional year of utility costs associated with maintaining the former Health and Human Services Buildings in 2015; however this is being removed in 2016 anticipating the removal of the vacant facility.

Personnel costs reflect the support of 0.10 FTE Facility Manager and 0.05 FTE Facilities Supervisor positions. Personnel costs decrease due to shifting 0.04 FTE of the Construction Project Supervisor position to the Construction Services and Building Improvement programs.

Operating expenses of about $2,088,030 decrease by $23,700, due to the reduction of utility costs at the Waukesha Employee Health and Wellness Center (now accounted for directly in that budget, as mentioned above) and the Old Health and Human Services Center. Excluding those two facilities, utility costs are budgeted to increase about $44,200, including natural gas by about $30,600 and electricity by $13,600, in anticipation of higher utility rates. Due to the volatile nature of the utility markets and changing weather conditions, energy costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets will be adjusted accordingly.

Activity-Utility Source	2014 Actual	2015 Budget	2015 Estimate	2016 Budget (a)	Budget Change
Electricity (Kilowatt-Hrs)	14,473,055	14,125,000	14,125,000	13,851,639	(273,361)
Natural Gas (Therms)	806,945	780,000	780,000	770,930	(9,070)
Water/Sewer (Gallons)	22,763,800	23,500,000	23,500,000	23,354,448	(145,552)

(a) Decrease in utility consumption is due to not budgeting for utilities at the vacant former Health and Human Services building in 2016 and budgeting for the Waukesha Employee Health and Wellness Center in a separate fund (Health Insurance internal service fund).

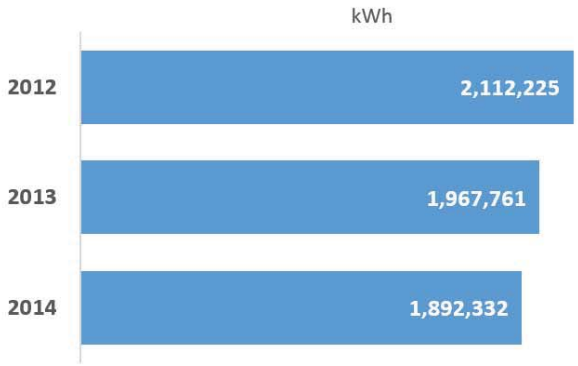
Energy Consumption (cont.)

In order to evaluate utility performance, the Department will track and monitor utility usage by building on a square foot basis. This allows the Department to use the lowest common denominator cost/square foot as a benchmark. The graphs below give a quick comparison of utility usage by building. There can be numerous reasons why building utility performance varies or is higher than average, but the important thing is to investigate why and implement physical or operational changes if needed. Examples of factors that impact utility usage include 24-hour operations, support of full time populations, inefficient equipment or operational procedures.

	2014 Annual Units per rentable square foot	Gas - Therms	Electricity - KHW	Water – M Gallons
ALL	All Buildings	0.78	12.93	21.13
AC	Administration Center	0.97	17.03	12.68
CC	Communications Center	1.09	58.07	16.91
CJ	County Jail	0.97	18.86	40.73
CH	Courthouse	1.07	26.17	14.70
HS	(OLD) Health & Human Services*	0.40	2.61	0.32
HS	Health & Human Services	0.66	12.58	12.11
LE	Law Enforcement Center	1.06	19.91	69.69
JV	Juvenile Center	1.80	20.78	13.07
MH	Mental Health Center	1.20	19.68	17.88
NV	Northview	1.33	9.30	27.48
PH	Public Health Center*	0.28	4.59	2.77

* The former HHS and public health facilities are included in the all buildings square footage as they were vacant but required heating and cooling.

Investment in Energy Projects Reduce kWh Usage in Administration Center Over 3-Year Period



These charts illustrate the total electrical consumption by year at the Administration Center Facility. The County invested in two energy reduction projects at this facility in 2013, the installation of a magnetic chiller for cooling, and the replacement of interior lighting with more efficient lighting fixtures. Consumption at the Administration Center has been decreasing each year with the initiation of these energy projects. The continuation of the County's commitment to energy efficiency projects aid in the overall reduction of energy consumption.

Facilities Maintenance

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The Facilities Maintenance division provides a variety of services to customers. The primary function is to extend the useful life of the facilities by providing preventative maintenance and repair services for our building infrastructure and equipment. This includes maintaining interior aesthetics, painting, carpeting, etc. through internal work or through external contracts. This also includes the management of maintenance related capital projects.

The secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement. This program area is the main contact with departmental customers for all building maintenance needs.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**26.89**	**27.67**	**27.67**	**26.44**	**(1.23)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$393,908	$467,877	$467,807	$366,386	($101,491)
Other Revenue	$17,622	$0	$21,000	$0	$0
Appr. Fund Balance	$23,262	$37,000	$131,151	$0	($37,000)
County Tax Levy (Credit)	**$2,826,728**	**$2,950,461**	**$2,950,461**	**$3,009,274**	**$58,813**
Total Revenues	**$3,261,520**	**$3,455,338**	**$3,570,419**	**$3,375,660**	**($79,678)**
Personnel Costs	$1,845,183	$1,992,308	$2,004,856	$1,914,135	($78,173)
Operating Expenses	$982,993	$970,850	$1,009,209	$958,010	($12,840)
Interdept. Charges	$372,748	$492,180	$487,760	$503,515	$11,335
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,200,924**	**$3,455,338**	**$3,501,825**	**$3,375,660**	**($79,678)**
Rev. Over (Under) Exp.	$60,596	$0	$68,594	$0	$0

Program Highlights

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses. The interdepartmental revenue decreases of about $101,500 is primarily related to a decrease in revenues from the Health and Human Services Mental Health Center mainly from a reduction of building projects planned in 2016 compared to 2015. General Fund Balance has been removed in the 2016 budget. In 2015, this was budgeted to cover one additional year of operating costs associated with maintaining the former Health and Human Services Buildings while it is determined what to do with the vacant facility.

Personnel costs in this program area decreasing, mainly due to an allocation of positions to other program areas. The two positions, a Maintenance Mechanic III and the Construction Project Supervisor, have been shifted to Construction Services and to Building Improvements. This change shows a better representation of staff support in these program areas.

Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior County buildings. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff works closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses, include: elevator service, chiller and boiler maintenance, and sprinkler/fire alarm testing. Operating expenditures are about $12,800 lower in the 2016 budget. This is primarily due to the reduction of maintenance support at the former HHS Building (discussed previously).

Facilities Maintenance (Continued)

Interdepartmental charges are increasing by about $11,300 primarily due to changes in the End User Technology Fund (EUTF) charges. The charges have increased $6,700 due to investments made to the Facilities asset management technology, causing the EUTF charges to increase in 2016. Also increasing are insurance charges from Risk Management by about $4,000. These charges are based on the prior year's claims paid experience. Also included in Interdepartmental Charges are: vehicle and generator repair costs, vehicle replacement costs, costs to provide after hour security at the new Health and Human Services building (staffed by the Sheriff's Department), telephone and copier replacement charges.

Housekeeping Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The housekeeping division is responsible for maintaining a clean working environment for most of the County owned buildings either through the use of internal staff or through contracted housekeeping services. Internal housekeeping staff is responsible for maintaining the Courthouse and Northview buildings. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need. Housekeeping services also include the supervision, monitoring and management of housekeeping service contracts for Administration Center; Mental Health Center; Juvenile Center; the Human Services Center; Communications Center; Law Enforcement Center including the County Jail; Highway Operations Center and four substations; and the Public Health Center. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**11.12**	**11.13**	**11.13**	**10.12**	**(1.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$7,000	$9,000	$7,000	$7,000	($2,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$3,000	$3,000	$0	($3,000)
County Tax Levy (Credit)	**$1,354,012**	**$1,372,418**	**$1,372,418**	**$1,281,155**	**($91,263)**
Total Revenues	**$1,361,012**	**$1,384,418**	**$1,382,418**	**$1,288,155**	**($96,263)**
Personnel Costs	$661,899	$686,407	$689,320	$629,102	($57,305)
Operating Expenses	$643,347	$680,930	$653,150	$655,200	($25,730)
Interdept. Charges	$8,048	$5,081	$1,205	$3,853	($1,228)
Fixed Assets	$0	$12,000	$0	$0	($12,000)
Total Expenditures	**$1,313,294**	**$1,384,418**	**$1,343,675**	**$1,288,155**	**($96,263)**
Rev. Over (Under) Exp.	$47,718	$0	$38,743	$0	$0

Program Highlights

Interdepartmental Revenues consist of a cross-charge for supply costs to the Mental Health Center and Waukesha Employee Health and Wellness Center (Health Insurance Internal Service Fund) budgets. General Fund Balance of $3,000 was budgeted in 2015 to cover one additional year of housekeeping costs associated with maintaining the former Health and Human Services Buildings.

Personnel costs decrease mostly due to the unfunding of a 1.00 FTE Housekeeping Supervisor position, estimated to save approximately $69,800. These savings are partially offset by the first time budgeting for lead Building Worker assignment in 2016, estimated to cost about $3,100. Building Service Workers assigned the lead role will help assume the former Housekeeping Supervisor's workload by aiding in inspections, directing housekeeping work and helping with scheduling. Also, overtime is budgeted to decrease slightly from 0.03 FTE to 0.02 FTE.

Housekeeping Services (Continued)

Operating expenditures include the contracted costs to clean many of the county buildings and the cost of cleaning supplies. Contracted cleaning services, are used to clean all County buildings except the Courthouse and Northview in 2016. Buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, the new Health and Human Services Center, Highway Operations Center and all Highway Substations, the Big Bend/Vernon Sheriff's Substation, and the Communications Center. The new Waukesha Employee Health and Wellness Center (the old Public Health Building) is cleaned by contract; however, the costs are not included in this budget (budgeted directly in that fund). A 3% increase in the new Housekeeping contract is anticipated in 2016, however, revisions to the services in the new contract are anticipated, therefore reducing the need for the full 3% increase in the budget, resulting in an overall budget decrease. Operating expenses also include $77,500 in housekeeping supplies associated with cleaning the buildings, a decrease of $9,300 to reflect lower prior year spending. Interdepartmental charges include cost of telephone and copier replacement charges; and Technology total cost of computer ownership charges.

Administrative Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

This area serves as the first and primary point of contact for the public and other government agencies. This division provides the overall administrative direction for the department; maintains financial and administrative records for the department; provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.90**	**5.90**	**5.90**	**5.91**	**0.01**
General Government	$18,725	$9,000	$9,000	$9,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$113	$350	$100	$100	($250)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$547,423**	**$616,235**	**$616,235**	**$602,450**	**($13,785)**
Total Revenues	**$566,261**	**$625,585**	**$625,335**	**$611,550**	**($14,035)**
Personnel Costs	$479,031	$544,002	$526,777	$539,563	($4,439)
Operating Expenses	$29,850	$34,450	$27,193	$26,850	($7,600)
Interdept. Charges	$57,813	$47,133	$46,058	$45,137	($1,996)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$566,694**	**$625,585**	**$600,028**	**$611,550**	**($14,035)**
Rev. Over (Under) Exp.	($433)	$0	$25,307	$0	$0

Program Highlights

General Government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at $9,000 the same as 2015. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs decrease in this program by about $4,400. This is primarily due to vacancy and turnover savings resulting from position retirements.

Operating expenses of $26,850 include budget appropriations for general office supply purchases; centralized postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and expenditures for staff professional development. Decreases are due to a one-time budgeting of a ceiling mounted wireless projector and reductions in office and printing supplies.

Interdepartmental charges include expenses for technology total cost of computer ownership, telephone services, copier replacement charges, and radio equipment replacement charges. Decreases are mainly due to reductions in Radio Services expenses.

Fund Purpose

Provide for transportation related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County; primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act. Engineering, Traffic Control and Permit processing programs are also included in this fund.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$10,547,113	$10,108,001	$10,393,281	$10,397,017	$289,016	2.9%
Fine/Licenses	$118,940	$72,000	$100,000	$102,000	$30,000	41.7%
Charges for Services	$498,774	$615,870	$407,000	$490,672	($125,198)	-20.3%
Interdepartmental	$593,282	$593,402	$571,571	$577,600	($15,802)	-2.7%
Other Revenue	$267,380	$305,859	$312,354	$467,241	$161,382	52.8%
Appr. Fund Balance (a)	$234,900	$225,000	$248,681	$88,000	($137,000)	-60.9%
County Tax Levy (Credit)	**$2,958,975**	**$3,025,428**	**$3,025,428**	**$2,900,070**	**($125,358)**	**-4.1%**
Total Revenue Sources	**$15,219,364**	**$14,945,560**	**$15,058,315**	**$15,022,600**	**$77,040**	**0.5%**
Expenditures						
Personnel Costs	$6,268,833	$6,452,476	$6,269,436	$6,523,833	$71,357	1.1%
Operating Expenses	$3,516,410	$4,143,971	$4,061,421	$4,065,683	($78,288)	-1.9%
Interdept. Charges	$4,331,692	$4,349,113	$4,291,051	$4,395,084	$45,971	1.1%
Fixed Assets	$0	$0	$75,000	$38,000	$38,000	N/A
Total Expenditures	**$14,116,935**	**$14,945,560**	**$14,696,908**	**$15,022,600**	**$77,040**	**0.5%**
Rev. Over (Under) Exp.	$1,102,429	$0	$361,407	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	72.70	76.70	76.70	76.70	0.00	
Extra Help	4.32	4.30	4.30	2.41	(1.89)	
Overtime	3.10	3.37	3.37	3.60	0.23	
Total FTEs	80.12	84.37	84.37	82.71	(1.66)	

(a) General Fund balance of $88,000 in the 2016 budget includes $50,000 for the Transit fuel adjustment and $38,000 for the one-time purchase of equipment to invest in the road maintenance system. Fund Balance of $225,000 in the 2015 budget includes $175,000 to phase down the impact of State General Transportation Aid (GTA) reductions and $50,000 for Transit fuel adjustment. Fund Balance of $234,900 in the 2014 budget includes $150,000 to phase down the impact of State General Transportation Aid (GTA) reductions, $50,000 for Transit fuel adjustment, $22,900 to offset the local share cost of one-time pavement repairs at Goerke's Corners park & ride lot and a carryover of $12,000 from the 2013 budget to the 2014 budget.

County Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

The Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, salting, and sanding in the winter; repaving highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; and concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the highway operations center and at four substations located throughout the County. The Operations Division also provides services to other County departments and municipalities on a cost reimbursement basis.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**37.78**	**37.75**	**37.75**	**37.82**	**0.07**
General Government	$3,645,207	$3,583,145	$3,693,692	$3,693,692	$110,547
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$498,774	$615,870	$407,000	$490,672	($125,198)
Interdepartmental	$593,282	$593,402	$571,571	$577,600	($15,802)
Other Revenue	$84,647	$20,000	$50,000	$60,000	$40,000
Appr. Fund Balance	$97,000	$140,000	$140,000	$38,000	($102,000)
County Tax Levy (Credit)	**$1,399,696**	**$1,546,374**	**$1,546,374**	**$1,528,594**	**($17,780)**
Total Revenues	**$6,318,606**	**$6,498,791**	**$6,408,637**	**$6,388,558**	**($110,233)**
Personnel Costs	$2,915,959	$2,851,009	$2,756,355	$2,774,943	($76,066)
Operating Expenses	$1,818,796	$2,125,122	$2,117,241	$2,083,267	($41,855)
Interdept. Charges	$1,563,193	$1,522,660	$1,319,861	$1,492,348	($30,312)
Fixed Assets	$0	$0	$0	$38,000	$38,000
Total Expenditures	**$6,297,948**	**$6,498,791**	**$6,193,457**	**$6,388,558**	**($110,233)**
Rev. Over (Under) Exp.	$20,658	$0	$215,180	$0	$0

Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted about $110,500 higher than the 2015 budget, which is the same level as the actual amount received in 2015. This program includes approximately $3.69 million or 80% of the total departmental GTA revenue, estimated at about $4.6 million. Traffic Control and Engineering, also in the Transportation Fund, include the remaining 20% of GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. General Fund Balance support was gradually phased-down since then, and is now eliminated in the 2016 budget. Fund Balance of $38,000 is budgeted to fund the one-time purchases of equipment in 2016 (described later). This Fund Balance was generated in 2014 from the County performing state highway maintenance more efficiently than budgeted, through the Performance-Based Maintenance system.

Charges for services mainly represent revenues received from municipalities for the purchase of salt and for pavement marking services. The $125,200 decrease is due to an anticipated 1,900 ton decrease in the amount of salt requested to be purchased by the municipalities in 2016, from 7,000 tons to 5,100 tons, based on the average annual usage of salt by municipalities. The markup/handling fee charged to municipalities is anticipated to be $7.00 per ton, the same as the 2015 budget. The price of salt has increased $1.31 per ton, or 2%, from $62.41 in the 2015 budget to $63.72 in 2016 ($70.72 with markup), also impacting the decrease in revenues. In addition, the 2016 charges for services revenue budget includes $130,000 of revenues from pavement marking services to local municipalities, which is the same as 2015 adopted budget.

County Operations (Continued)

Interdepartmental revenues, totaling around $577,600, are decreasing about $15,800. These revenues are for services provided to the Airport that includes mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 700 tons of salt to Parks and Land Use. The budget is based on service anticipated to be provided to the customers. Also represented in Interdepartmental revenues is the reimbursement from the State for salt and equipment storage and radio cost reimbursements, as well as administrative cost recovery. The decrease in revenue is mainly due to fluctuations in reimbursement rates assumed for administrative cost recovery for State Highway Maintenance by about $14,700.

Other revenues represent insurance reimbursements for damage to highway property due to accidents; the sale of scrap metal; and the sale of small equipment items not in the vehicle replacement plan. The revenue increases to be more in-line with prior-year actual revenues received.

Net personnel costs are decreasing by about $76,100 to $2,774,900, mostly related to changes in staff work assignments between the County and State highway programs. Regular staff are budgeted at 36.00 FTE's. Funding continues for 1.10 FTE of overtime, and 0.72 FTE of extra help for two winter seasonal employees, slightly higher than the 2015 adopted budget by 0.07 FTE. The County Highway Maintenance budget provides support funding for 29.00 FTE Patrol Workers and 2.00 Crew Leaders to maintain the County Highway System.

Operating expenses decrease approximately $41,850 to about $2,083,300, primarily due to a decrease in anticipated salt usage by the municipalities by 1,900 tons, from 7,000 tons to 5,100 tons, which staff has determined is average consumption. Lower salt sales to municipalities results in an expenditure decrease of approximately $112,000. (The expenditure decrease is lower than the municipal revenue decrease mentioned previously because there is a $7 per ton handling fee that the County charges municipalities.) Lower municipal salt sales are partially offset by salt expenditures for County Highways, by about $21,500, from $1,023,500 to $1,045,000, based on the $1.31 per ton increase in contract salt prices (mentioned previously). Experience has shown that, with the implementation of salt saving measures over the years, the County's average salt use per season is close to 16,400 tons, which remains unchanged from the 2015 budget.

Other areas that are decreasing from the 2015 budget base include $24,000 for installation of four groundwater monitoring wells at the New Berlin substation and the cost of four quarters of water samples in 2015 that are not required in the 2016 budget. Waste disposal expenses are increasing by $20,000 due to the City of Waukesha no longer accepting brine tank discharge. It is anticipated the discharge will now have to be hauled to Johnson Creek, increasing the costs by 50%. Also, the Wisconsin Department of Natural Resources will no longer provide the service of removing dead deer from the County roads. Therefore the County will be paying for that service, which is anticipated to cost $12,000 annually. Other operating expenditures include: landfill costs of $10,000; plow blade replacement expenditures of $65,000; roadway materials such as cold/hot patch, gravel, sand, cement, guardrail and culvert pipe budgeted at $140,000; and contracted roadway repair including rental of equipment budgeted at $26,500.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including workers compensation; radio services; vehicle repairs, fuel and vehicle replacement charges; and telephone costs. The largest expenditure in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements and fuel costs. The 2016 budget assumes the same price of fuel in the 2016 as the 2015 budget, $3.80 per gallon. A portion of the total vehicle costs are also supported by the State of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. Overall, vehicle costs to support department fleet (both County and State Highway Maintenance programs) are anticipated to increase about $50,200 to $3,391,800. However, based on anticipated State revenues to support State road maintenance, $2,266,400 of the total $3,391,800 of vehicle expenses are supported by the State Maintenance budget, resulting in a decrease of vehicle expenses supported by the County Maintenance budget, by about $45,100. This decrease is partially offset by an increase in Radio Services Charges by about $18,100.

Fixed Assets include funds to purchase one FECON skid steer attachment ($28,000) and a tar kettle loader ($10,000). Both purchases will be offset with fund balance due to earnings in 2014 through the State's Performance-Based Maintenance program.

County Operations (Continued)

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2015	Est. Operating Impact
201401	Replace Brine Maker/Construct Canopy	2018	$323,700	0%	TBD

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget (a)	Budget Change
Centerline miles of road maintained – County (a)	392	401	401	401	9
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	0
County Lane Miles Crackfilled	12	15	15	15	0
Crackfilling 2 lane highways cost per lane mile	$5,776	$3,936	$5,800	$5,800	$1,864
Center line striping cost per mile	$800	$822	$822	$825	$3
Mowing—1 linear mile cost per mile	$340	$220	$340	$340	$120
Avg Annual maint 1 lane mile	$4,603	$6,860	$4,603	$4,603	($2,257)
Salt Annual Tons Used on County Roads	17,866	16,400	15,000	16,400	0

(a) Increase in miles for the 2016 budget is due to the planned jurisdictional transfer of State Highway 74 to the County, related to the West Waukesha Bypass capital project (#200917).

State Highway Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation (WisDOT). Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the State. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2014 Actual	2015 Budget	2015 Estimate (a)	2016 Budget	Budget Change
Staffing (FTE)	**28.78**	**33.01**	**33.01**	**31.28**	**(1.73)**
General Government (a)	$5,686,249	$5,629,070	$5,776,167	$5,779,903	$150,833
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$5,686,249**	**$5,629,070**	**$5,776,167**	**$5,779,903**	**$150,833**
Personnel Costs	$2,230,580	$2,375,767	$2,353,155	$2,484,834	$109,067
Operating Expenses	$405,413	$459,360	$409,332	$432,000	($27,360)
Interdept. Charges (a)	$2,714,733	$2,793,943	$2,938,680	$2,863,069	$69,126
Fixed Assets	$0	$0	$75,000	$0	$0
Total Expenditures	**$5,350,726**	**$5,629,070**	**$5,776,167**	**$5,779,903**	**$150,833**
Rev. Over (Under) Exp.	$335,523	$0	$0	$0	$0

(a) 2015 estimate is estimated to exceed the 2015 budget due to more work being requested by the State than anticipated in the budget. State Highway related expenses are reimbursed by the WisDOT resulting in a revenue estimate that also exceeds the 2015 budget.

Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State Department of Transportation (DOT). The 2016 General Government revenue budget is based on the State's approved 2015 Routine Maintenance Agreement (RMA) and funding for the Performance-Based Maintenance (PbM) program piloted in 2014. The PbM program examines a new way of funding State highway maintenance, through a system where the County submits quotes for State-specified projects (versus the current system that reimburses for time and materials), which may incentivize more-efficient maintenance work. The increase in revenue includes RMA by about $162,600, from $5,028,800 to $5,191,400, partially offset by a decrease in budgeted PbM by about $11,700, from $600,300 to $588,500.

State Highway Operations (Continued)

Personnel costs increase by about $109,100, mostly related to changes in staff work assignments between the County and State highway programs. Cost to continue expenses for the regular 29.00 FTE positions (2.00 Superintendents and 27.00 Patrol Workers) that support this program are partially offset by the elimination of 1.96 FTE extra help in 2016. Four additional Patrol Worker positions were funded in the 2015 budget, reducing the need for Extra Help in 2016. Overtime is increasing by 0.23 FTE to 2.28 FTE of overtime, or about 4,740 hours which is reflective of increased level of service by the State.

Operating Expenses are decreasing about $27,400 from the 2015 budget. This decrease is related to the level of service and funding for the maintenance of the State's highway system. $90,000 of the 2016 budget is specifically related to Performance-Based Maintenance projects (mentioned previously), including shouldering; bridge deck sealing; and rout and seal projects. The remaining expenses are related to maintenance of the State Trunk highway system managed through the State's Routine Maintenance Agreement program.

Interdepartmental charges increase almost $69,100 and is primarily related to higher anticipated reimbursement from the state for vehicle related expenses including vehicle replacement, vehicle repair and maintenance and fuel costs. These costs are budgeted to increase by about $95,300 to $2,266,400. These increases are partially offset by decreases in areas such as Workers Compensation, vehicle insurance expenses and administrative cost recovery. Administrative cost recovery is budgeted at approximately 4% for labor, materials and equipment costs reported to the State. The actual percentage is based on a State DOT formula for 71 counties, which varies between 4%-5%. Workers' Compensation and vehicle insurance expenses, total $168,900, a decrease of $15,400, and administrative cost recovery totals $220,300, a decrease of about $14,700.

Activity

	2014 Actual	2015 Budget	2015 Estimate (a)	2016 Budget (b)	Budget Change
Centerline miles of road maintained (a)(b)	236	254	236	227	(9)
Centerline miles of road striped	356	356	356	340	(16)
Lane miles maintained	1,112	1,076	1,112	1,075	(37)

Source: WisDOT 2014 Level of Service (LOS) Model calculation

(a) Lower estimated miles in 2015 is due to a correction to the State database.
(b) Decrease in miles for the 2016 budget is due to the planned jurisdictional transfer of State Highway 74 to the County, related to the West Waukesha Bypass capital project (#200917).

Transit Services

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Through contracts with the private sector, this program provides bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the Waukesha County Transit System primarily operates commuter service, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM).

Fixed bus route services extend eastbound into Milwaukee County as traditional 'commuter' services carrying workers to jobs in the Milwaukee CBD. Non-traditional 'reverse commuter' services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This fund also provides Paratransit services along the route 901 corridor serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.10**	**0.10**	**0.10**	**0.10**	**0.00**
General Government	$381,933	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$129,043	$115,854	$115,854	$125,241	$9,387
Appr. Fund Balance	$72,900	$50,000	$59,681	$50,000	$0
County Tax Levy (Credit)	**$867,700**	**$867,700**	**$867,700**	**$867,700**	**$0**
Total Revenues	**$1,451,576**	**$1,033,554**	**$1,043,235**	**$1,042,941**	**$9,387**
Personnel Costs	$14,155	$14,346	$14,478	$14,705	$359
Operating Expenses	$777,981	$1,019,208	$1,022,808	$1,028,236	$9,028
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$792,136**	**$1,033,554**	**$1,037,286**	**$1,042,941**	**$9,387**
Rev. Over (Under) Exp.	$659,440	$0	$5,949	$0	$0

Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the City of Waukesha. Funding from State and Federal sources is received directly by and paid to vendors by Waukesha Metro. Other Revenue is reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. The State and Federal revenues are anticipated to be reimbursed at a rate of 57.55% of gross expenses in 2016, which is the higher than the 2015 budgeted level of 55.30%. After a State audit of 2009 – 2012 actual expenses, it was determined that the County's actual reimbursement rate for those years was calculated at the full 60% rate. The State completes transit audits every five years; therefore, it won't be known until approximately 2018 what the County's actual audited and calculated reimbursement rate will be. Fund Balance is remains at $50,000 in the 2016 budget and is used for expenses related to the fuel adjustment clause in the applicable transit service contracts (as determined by Waukesha Metro).

Transit Services (Continued)

The 2016 operating expense budget reflects a similar level of transit service over all. Modifications include a change in name for Route 10, now called the Gold Line, which will have fewer stops (run quicker) and expanded hours on the weekend. Route 79, while providing the same level of service, is costing more in 2016 due the continuation of the Zoo Interchange project causing traffic delays and additional route detours. There are no fare increases planned in the 2016 budget. Expenses related to the fuel adjustment clause in the transit contracts remain at $50,000, consistent with the 2015 budget base. These expenses are based on comparing current fuel prices to a designated fuel price benchmark that is unique to each transit contract. The fuel price benchmark remains the same throughout the life of the contract, which is usually five years. In addition, overall ridership on routes including Paratransit and other routes is estimated to increase based on year-to-date and anticipated future needs. The largest decrease in ridership is on the 906 route. The decrease in Route 79 is related to the Zoo Interchange freeway construction project. Because all transit services are provided through established contracts, the 2016 budget is based on established contract costs. Funds for a marketing program continue in the 2016 budget. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2016 budget. Waukesha County continues direct responsibility for the maintenance of the park and ride lots at Goerke's Corner, CTH G and Pilgrim Road. The County Tax Levy contribution for this program is budgeted at $867,700, which is unchanged from the 2015 budget.

Activity

Total Ridership

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2015-2016 Change
1	Waukesha Metro to Brookfield Square	110,488	115,588	114,902	120,886	111,478	119,200	118,008	6,530
10/Gold Line	Brookfield Square Extension	194,199	229,055	228,366	222,130	219,152	224,351	227,716	8,564
79 (1)	Weekday from Menomonee Falls to Downtown Milwaukee	57,474	54,755	42,359	35,378	34,315	32,229	33,035	(1,280)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	194,629	150,065	135,345	131,711	123,029	133,950	135,290	12,261
906	Weekday between Mukwonago and Milwaukee via I-43	39,202	35,223	35,237	34,204	34,504	30,100	30,100	(4,404)
Subtotal		595,992	584,686	556,209	544,309	522,478	539,830	544,148	21,670
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	8,325	9,028	5,856	3,677	4,200	3,600	3,840	(360)
Total with Paratransit		604,317	593,714	562,065	547,986	526,678	543,430	547,988	21,310

(1) Ridership estimates for the 2015 Budget and Estimate, and the 2016 Budget are lowered due to zoo interchange construction.

Transit Services (Continued)

Investment per ride

Investment per ride determined by total Cost of the Route less fare box Revenues divided by the total ridership.

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2015-2016 Change
1	Waukesha Metro to Brookfield Square	$0.77	$0.77	$0.82	$0.78	$0.88	$0.83	$0.85	($0.03)
10/Gold Line	Brookfield Square Extension	$2.85	$2.15	$2.32	$2.13	$2.25	$2.18	$2.27	$0.02
79	Weekday from Menomonee Falls to Downtown Milwaukee	$4.48	$5.91	$9.91	$10.49	$11.03	$12.01	$13.39	$2.36
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$9.33	$8.22	$9.14	$9.61	$10.69	$9.27	$9.99	($0.70)
906	Weekday between Mukwonago and Milwaukee via I-43	$8.17	$9.21	$9.18	$9.60	$9.90	$11.23	$11.73	$1.83
Subtotal Average		$5.09	$4.21	$4.68	$4.65	$5.03	$4.73	$5.08	$0.05
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$31.77	$32.89	$37.10	$35.83	$39.45	$37.68	$40.22	$0.77
Avg with Paratransit		$8.92	$9.05	$10.45	$10.44	$11.32	$11.13	$11.94	$0.62

Rides per Revenue Hour

Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour. The standard **benchmark for Rides per Revenue Hour is 10.0 or higher**.

Route	Route Description	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	2015-2016 Change
1	Waukesha Metro to Brookfield Square	$18.46	$19.25	19.15	21.71	18.58	21.29	21.07	2.49
10/Gold Line	Brookfield Square Extension	$32.31	$38.39	37.03	36.20	35.54	34.79	35.43	(0.11)
79	Weekday from Menomonee Falls to Downtown Milwaukee	$24.01	$21.05	14.32	11.86	11.60	10.30	9.97	(1.64)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$10.64	$12.80	11.55	11.24	10.50	11.48	11.56	1.07
906	Weekday between Mukwonago and Milwaukee via I-43	$26.76	$24.22	24.23	23.52	23.73	20.96	20.70	(3.03)
Subtotal Average		$17.46	$21.07	19.66	19.54	18.46	19.09	19.09	0.63
									0.00
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$2.57	$2.67	2.66	2.57	2.63	2.53	2.53	(0.10)
Avg with Paratransit		$16.16	$19.07	18.43	18.71	17.62	18.29	18.26	0.64

Engineering Services

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Engineering Services Division is the main point of contact for meeting the customers' technical needs and requests concerning major road projects. This division administers the design and construction of county trunk highways and bridges. The work involves planning of capital projects, selecting consultants for design work and construction management or providing "in-house" design services, administering contracts, acquiring right of way, advertising and awarding construction contracts, and administering the construction contracts and activities. In addition, the Engineering Services Division works with the Highway Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects and side bank cutting.

Engineering Services (continued)

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**7.14**	**7.14**	**7.14**	**7.14**	**0.00**
General Government	$409,730	$447,893	$461,711	$461,711	$13,818
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$21,591	$81,005	$96,500	$232,000	$150,995
Appr. Fund Balance	$27,300	$17,500	$17,500	$0	($17,500)
County Tax Levy (Credit)	**$287,891**	**$194,100**	**$194,100**	**$58,816**	**($135,284)**
Total Revenues	**$746,512**	**$740,498**	**$769,811**	**$752,527**	**$12,029**
Personnel Costs	$642,945	$661,858	$613,774	$677,440	$15,582
Operating Expenses	$33,061	$47,450	$35,615	$36,700	($10,750)
Interdept. Charges	$52,213	$31,190	$31,090	$38,387	$7,197
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$728,219**	**$740,498**	**$680,479**	**$752,527**	**$12,029**
Rev. Over (Under) Exp.	$18,293	$0	$89,332	$0	$0

Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted about $13,800 higher than the 2015 budget, which is the same level as the actual amount received in 2015. This program includes approximately $461,700 of the total departmental GTA revenue. Of the total GTA revenues received by the department, approximately 10% are budgeted in this program area. Traffic Control and County Highway Maintenance, also in the Transportation Fund; include the remaining 90% of GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. General Fund Balance support was gradually phased-down since then, and is now eliminated in the 2016 budget.

The 2016 budget continues to include revenue for engineering/design services and bridge inspection services from municipalities in addition to funding from the City of Waukesha for the design of bike lanes in the city. The budget continues to include funds from the Highway Safety Improvement (HSIP) program for reimbursement of staff design. The 2015 included reimbursement funds for design of the CTH VV & Lilly Rd intersection. The 2016 budget includes additional reimbursement for VV & Lilly; VV & E; KF & JK; and I, from Her Road to Pint Road (see table below).

Engineering/Design Revenue

Revenue Source	2015 Budget	2016 Budget
City of Waukesha Bike Path Design	$41,000	$12,000
City of Waukesha Bridge Inspections	$3,000	$3,000
Other Municipal Design Revenue	$7,005	
HSIP Reimbursement - CTH V V & Lilly Rd. Intersection	$30,000	$37,000
HSIP Reimbursement - CTH V V & E Intersection		$64,000
HSIP Reimbursement - CTH KF & JK Intersection		$58,000
HSIP Reimbursement - CTH I, Her Dr. to Pint Dr.		$58,000
Total Revenue Budget	$81,005	$232,000

Personnel costs increase about $15,600 mostly related to costs to continue for the regular staff of 5.45 FTE's. Extra Help funding continues for 0.69 FTE temporary extra help for three summer interns, and 1.00 FTE co-op student. The co-op student program is run through a partnership with both Marquette University and the University of Wisconsin--Milwaukee. Operating expenses decrease $10,750 to $36,700. The decrease reflects more accurate budgeting of software maintenance and support in addition to a reduction of small equipment requests. Operating expenses include funds for engineering software maintenance; services for specialty bridge inspections, including infrared bridge survey, dive inspections and re-rating load capacities; survey supplies, and funds for staff professional development. Interdepartmental charges include costs of computer and phone services. The increase in interdepartmental charges is mainly due to reflecting a more accurate reallocation of computer support charges.

Engineering Services (continued)

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2015 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131 (a)	Bridge Aid Program	$100,000	$100,000	$0	Ongoing	N/A	$0
9817 (a)	Culvert Replacement Program thru 2017	$100,000	$100,000	$0	Ongoing	N/A	$0
200427 (a)(b)	Signal/Safety Improvements	$1,250,000	$1,250,000	(b)	Ongoing	N/A	Reduced
200911 (a)	Repaving Program 2013-2017	$3,000,000	$2,400,000	$600,000	Ongoing	N/A	$0
200511	CTH D, Calhoun Road - Intersection	$2,385,000	$2,385,000	$0	2015	100%	$10,000
200606	CTH P, Bark River Bridge	$1,786,000	$860,000	$926,000	2016	40%	Reduced
200608	CTH VV, CTH Y - Jackson Dr.	$11,731,000	$3,586,000	$8,145,000	2015	100%	$36,750
200810	CTH CW, Ashippun River Bridge	$1,391,000	$741,000	$650,000	2015	100%	Reduced
200905	CTH F, I-94 to STH 190 (Rehabilitation)	$5,028,000	$1,310,000	$3,718,000	2015	100%	$0
200917	Waukesha West Bypass	$14,157,000	$5,507,000	$8,650,000	2017	30%	$92,000
201004	CTH ES, Fox River Bridge	$1,034,000	$332,000	$702,000	2015	100%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	$4,924,000	$2,198,000	$2,726,000	2017	0%	Reduced
201006	CTH NN, STH 83 - CTH ES	$2,904,000	$1,142,000	$1,762,000	2016	12%	Reduced
201008	CTH M, CTH YY to East County Line	$17,566,000	$6,749,000	$10,817,000	2018	10%	$28,800
201116	CTH C, Mill Street to Oakwood Rd.	$2,361,000	$1,620,000	$741,000	2016	15%	Reduced
201201	CTH Q, Oconomowoc River Bridge	$703,000	$253,000	$450,000	2018	0%	Reduced
201202	Expand CTH M, Calhoun Rd - CTH YY	$8,243,000	$3,275,000	$4,968,000	2019	0%	$13,700
201302	CTY YY, Underwood Creek Structure	$1,366,000	$1,366,000	$0	2019	0%	Reduced
201303	CTH D, Deer Creek Bridge	$693,000	$231,000	$462,000	2018	2%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	$634,000	$634,000	$0	2019	0%	Reduced
201402	CTH XX, Pebble Brook Creek Bridge	$306,000	$118,000	$188,000	2019	0%	Reduced
201502	CTH O, I-94 to USH 18	$6,750,000	$2,150,000	$4,600,000	2021	0%	Reduced
201507	CTH SR - Extension, STH 190 to CTH K	$8,917,000	$3,567,000	$5,350,000	2021	0%	$24,300
201601	CTH I, Fox River Bridge	$565,000	$181,000	$384,000	2021	0%	Reduced
201603	CTH O & I Intersection Reconstruction	$2,349,000	$383,500	$1,965,500	2019	0%	Minor Incr
201610	CTH O, CTH I to CTH ES	$12,063,000	$3,919,000	$8,144,000	2022	0%	$0
201611	CTH C, Hasslinger Drive Intersection	$1,193,000	$1,193,000	$0	2020	0%	$0
201613	CTH D, Moraine Hills Drive Intersection	$1,110,000	$1,110,000	$0	2021	0%	$0
201614	CTH E, Woodland Drive Intersection	$1,035,000	$1,035,000	$0	2022	0%	$0
201620	CTH V V, Main Street to STH 74	$892,000	$227,000	$665,000	2019	0%	$0

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2016.

(b) Approximately $4.9 million of federal Highway Safety Improvement Program (HSIP) funding is planned for signal and safety improvement projects through 2017. These expenditures and revenues would be accounted by the Wisconsin Department of Transportation and would not be included directly in the County's Capital Project budget.

Traffic Control

County-Wide Key Strategic Outcome: A safe county

Program Description

The Traffic Control program provides for the maintenance, engineering and placement of traffic signals, signs and pavement markings on the County Trunk Highway System.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.82**	**4.87**	**4.87**	**4.87**	**0.00**
General Government	$423,994	$447,893	$461,711	$461,711	$13,818
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$32,099	$89,000	$50,000	$50,000	($39,000)
Appr. Fund Balance	$37,700	$17,500	$31,500	$0	($17,500)
County Tax Levy (Credit)	**$331,256**	**$343,103**	**$343,103**	**$398,262**	**$55,159**
Total Revenues	**$825,049**	**$897,496**	**$886,314**	**$909,973**	**$12,477**
Personnel Costs	$320,724	$403,345	$385,289	$423,213	$19,868
Operating Expenses	$481,159	$492,831	$476,425	$485,480	($7,351)
Interdept. Charges	$1,553	$1,320	$1,420	$1,280	($40)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$803,436**	**$897,496**	**$863,134**	**$909,973**	**$12,477**
Rev. Over (Under) Exp.	$21,613	$0	$23,180	$0	$0

Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted about $13,800 higher than the 2015 budget, which is the same level as the actual amount received in 2015. This program includes approximately $461,700 of the total departmental GTA revenue. Of the total GTA revenues received by the department, approximately 10% are budgeted in this program area. Engineering and County Highway Maintenance, also in the Transportation Fund, include the remaining 90% of GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. General Fund Balance support was gradually phased-down since then, and is now eliminated in the 2016 budget.

Other revenues include recovered costs from traffic signals that have been knocked down. Based on 2014 and 2015 year-to-date actual revenues received, this budget is decreasing.

Net personnel costs increase about $19,900 related to cost to continue expenses for the staff.

Operating expenses include pavement marking expenses at $170,000; traffic signal electricity costs at about $155,900; signal maintenance costs, which include signal cabinet maintenance and Digger's Hotline charges, at $72,000; signage at $50,000; and the replacement of two traffic counters at $5,000. The decrease is mostly due to a decrease in pavement marking materials due to favorable pricing by about $10,700.

Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Traffic Signals	105	107	115	115	8
Roundabout Intersections	4	4	4	4	0

Permit Processing

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Permit Processing program area is the main point of contact for meeting the customers' requests concerning driveway and utility permits. Staff works with utility companies, developers, and homeowners to review applications and answer questions about utility and access permits.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.50**	**1.50**	**1.50**	**1.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$118,940	$72,000	$100,000	$102,000	$30,000
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$72,432**	**$74,151**	**$74,151**	**$46,698**	**($27,453)**
Total Revenues	**$191,372**	**$146,151**	**$174,151**	**$148,698**	**$2,547**
Personnel Costs	$144,470	$146,151	$146,385	$148,698	$2,547
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$144,470**	**$146,151**	**$146,385**	**$148,698**	**$2,547**
Rev. Over (Under) Exp.	$46,902	$0	$27,766	$0	$0

Program Highlights

Permit fees rates are remaining stable from the 2015 rates and are itemized on the following schedule. The next increase is planned for 2017, which follows the cycle of increasing fees every two years. Revenues for both utility and driveway access permits are increased in 2016 (by $15,000 each) based on 2014 and 2015 actual activity. However, due to the unknown nature of the types of permits to be requested and the number of permits that may be requested, revenues for both utility and driveway access permits are not budgeted as high as the 2014 actual level. Tax Levy subsidy to fund this program of about $46,700 is decreasing by about $27,500.

Personnel costs of about $148,700 increase about $2,550 from 2015 and reflects the costs to continue for the 1.5 FTE staff allocated to this program.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	71	55	70	70	15
Utility Permits Processed	348	300	350	350	50

Permit Processing (Continued)

The following is the Permit Fee structure for years 2013/2014 and 2015/2016:

Utility Permits		2013/2014		2015/2016	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	$85	$220	$85	$220
	Add'l 1,000'		$220		$220
Excavate/Plow in ROW	First 200'	$85	$170	$85	$170
	Add'l mile		$170		$170
New Poles	Each	$85	$170	$85	$170
Re-application		$85		$85	

Access Permits		2013/2014		2015/2016	
	Unit	Application	Permit	Application	Permit
Single Family, Farm					
No Culvert	Each driveway		$305		$490
With culvert, owner supplied and installed by Waukesha County	Each driveway		$850		$1,065
		Application	Permit	Application	Permit
Commercial/Industrial/Institutional/Subdivision (type A,B,C or D entrance)	Each driveway	$400	$550	$450	$750
Commercial/Industrial/Institutional/Subdivision(> 50,000 sf) or Subdivision (>100 Units)(type A,B,C or D entrance) Includes Traffic study review fee	Each driveway	$400	$805	$450	$1,740
Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed) Includes traffic study review fee	Each driveway	$400	$3,000	$450	$4,190
Traffic Signal Installation	Per signal		$1,390		$1,550
Re-application		$90		$90	
Miscellaneous work in R/W (Not included below)		$85			
Other driveway work e.g., - repave, replace culvert					$130
Fee for county to install culvert - owner supply					$575
Temporary driveway					$180
Sign in right of way					$150
Sign in right of way - county install owner-supplied sign					$170
Revocable Occupancy permit					$375
Sidewalk					$130

Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for County departments. Other activities include assisting the Department of Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids, assisting user departments in making vehicle maintenance, repair, and replacement decisions and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the County's fleet capability.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$98,216	$60,200	$90,000	$66,140	$5,940	9.9%
Interdepartmental (a)	$3,830,969	$3,717,986	$3,349,159	$3,889,506	$171,520	4.6%
Other Revenue	$65,813	$14,500	$47,638	$25,000	$10,500	72.4%
Appr. Fund Balance (b)	$183,774	$101,083	$105,363	$111,083	$10,000	9.9%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$4,178,772**	**$3,893,769**	**$3,592,160**	**$4,091,729**	**$197,960**	**5.1%**
Expenditures						
Personnel Costs	$1,061,617	$1,171,033	$1,139,939	$1,159,451	($11,582)	-1.0%
Operating Expenses (b)	$2,899,943	$2,647,077	$2,367,652	$2,833,967	$186,890	7.1%
Interdept. Charges	$59,866	$75,087	$74,092	$96,732	$21,645	28.8%
Fixed Assets (Memo) (c)	$20,025	$0	$0	$35,000	$35,000	N/A
Total Expenditures (c)	**$4,021,426**	**$3,893,197**	**$3,581,683**	**$4,090,150**	**$196,953**	**5.1%**
Operating Income/(Loss) (c)	$157,346	$572	$10,477	$1,579	$1,007	176.0%
Position Summary (FTE)						
Regular Positions	14.00	14.00	14.00	14.00	0.00	
Extra Help	0.65	0.41	0.41	0.00	(0.41)	
Overtime	0.08	0.10	0.10	0.10	0.00	
Total FTEs	14.73	14.51	14.51	14.10	(0.41)	

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Includes Central Fleet Fund Balance appropriation of $101,083 in 2014, 2015 and 2016 for the facility depreciation expense; $32,000 in 2014 for the one time purchase of equipment and $50,691 for the repairs to fuel islands associated with the COMM10 legislation; and $10,000 in 2016 for the one time expense of painting fuel tanks. The 2015 estimate also includes $4,280 in open purchase orders carried over from 2014.

(c) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description
Provides for the maintenance and repair for all county-owned motorized equipment. This includes a stockroom, a service truck for on-site customer repairs, and the maintenance of a database of vehicle repair costs, receiving, setup, and new vehicle issuance. This division also provides repair and maintenance services to external customers.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**14.38**	**14.16**	**14.16**	**13.75**	**(0.41)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$98,216	$60,200	$90,000	$66,140	$5,940
Interdepartmental (a)	$2,283,279	$2,027,370	$2,214,938	$2,176,274	$148,904
Other Revenue	$55,366	$14,500	$37,638	$15,000	$500
Appr. Fund Balance (b)	$133,083	$101,083	$105,363	$101,083	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,569,944**	**$2,203,153**	**$2,447,939**	**$2,358,497**	**$155,344**
Personnel Costs	$1,032,064	$1,140,713	$1,109,217	$1,128,203	($12,510)
Operating Expenses (b)	$1,303,475	$988,077	$1,262,748	$1,129,615	$141,538
Interdept. Charges	$58,566	$68,175	$67,205	$87,296	$19,121
Fixed Assets	$20,025	$0	$0	$35,000	$35,000
Total Expenditures	**$2,394,105**	**$2,196,965**	**$2,439,170**	**$2,345,114**	**$148,149**
Operating Income/(Loss)	$175,839	$6,188	$8,769	$13,383	$7,195

(a) Interdepartmental Revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.
(b) Central Fleet Fund Balance appropriation of $101,083 in 2014, 2015 and 2016 is for the facility depreciation; 2014 includes $32,000 for the one-time purchase of equipment. The 2015 estimate also includes $4,280 in open purchase orders carried over from 2014.

Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The Division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a multi-year average of services provided to customers. Charges for services revenues are increasing in 2016 due recent levels of service requested by the outside agencies. However, due to the uncertainty of level of service requests in the future, this revenue is budgeted at a more conservative level than actual revenue history shows. Interdepartmental charge revenues increase about $148,900 mostly related to both the increased requests for repair and maintenance services and the 2.0% increase in labor rates. Other revenues include salvage revenues, oil recycling revenues, procurement card rebates and miscellaneous reimbursements and remain relatively stable from the 2015 budget. Fund Balance continues to be used to offset the facility depreciation.

Personnel costs decrease about $12,500, or 1.1% from the 2015 budget. The reduction is mostly due to removing 0.41 FTE of Extra Help (about 850 hours). This is no longer needed to support operations because of the creation of the Administrative Assistant position in the 2015 budget. Overtime is budgeted at the same level as 2015, anticipating about 210 hours of overtime use in 2016.

Repair & Maintenance (Continued)

Operating expenses are increasing about $141,500. The two major increases are the costs of parts purchased for repairs and maintenance, increasing by $86,550 and the cost of commercial repair services increasing by $25,300. Both of these expenditures are based on a multi-year history of vehicle repairs and maintenance. Other major increases include an additional $7,800 investment in improved report writing capabilities and an additional $10,300 in utility costs. The major expenses in the Operating Expenses appropriation unit include $624,800 for the costs of parts; $198,500 for the cost of commercial repair services; $45,800 of support/licensing costs for Fleet Focus software; $110,750 of depreciation expense; and a small tools replacement program budgeted at $18,000. Other expenditures in this appropriation unit include building maintenance costs; shop supplies for the shop personnel; training expenses and housekeeping costs.

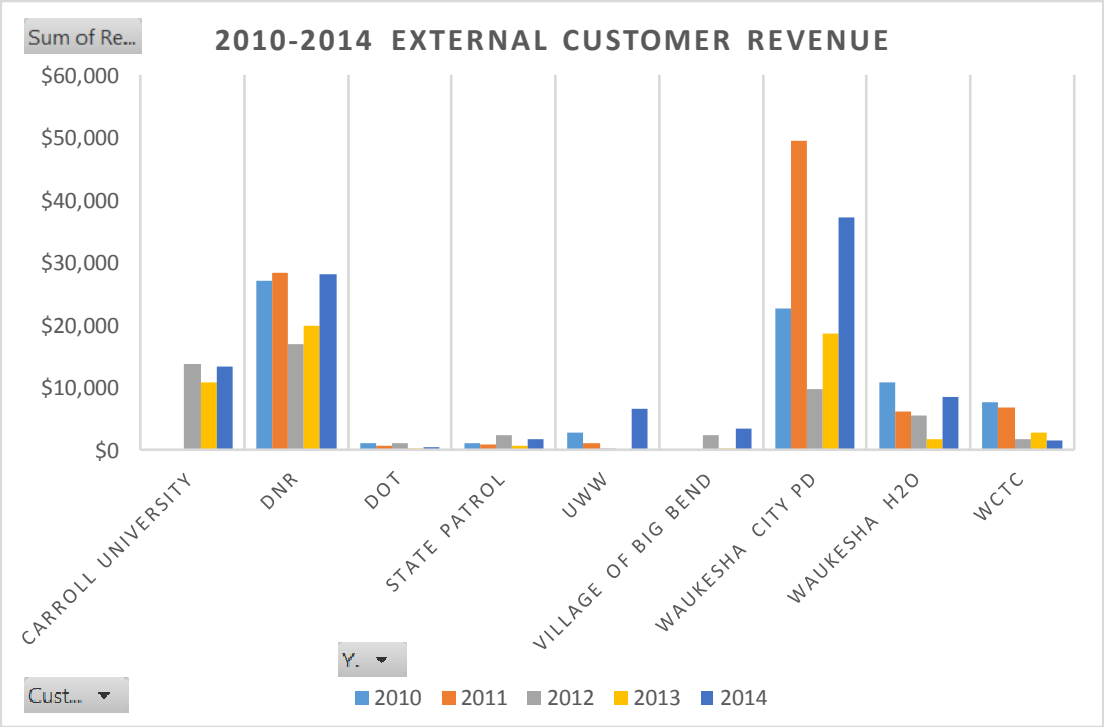
Interdepartmental charges are at $19,100 higher than the 2015 budget. The increase is primarily due to budgeting for work Central Fleet does on its own equipment. This is estimated to be about $11,900 and is accounted for in a year-end accounting adjustment. This was formerly budgeted in the Parts expenditure account. Additionally Workers Compensation and other insurance costs are increasing about $4,300. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

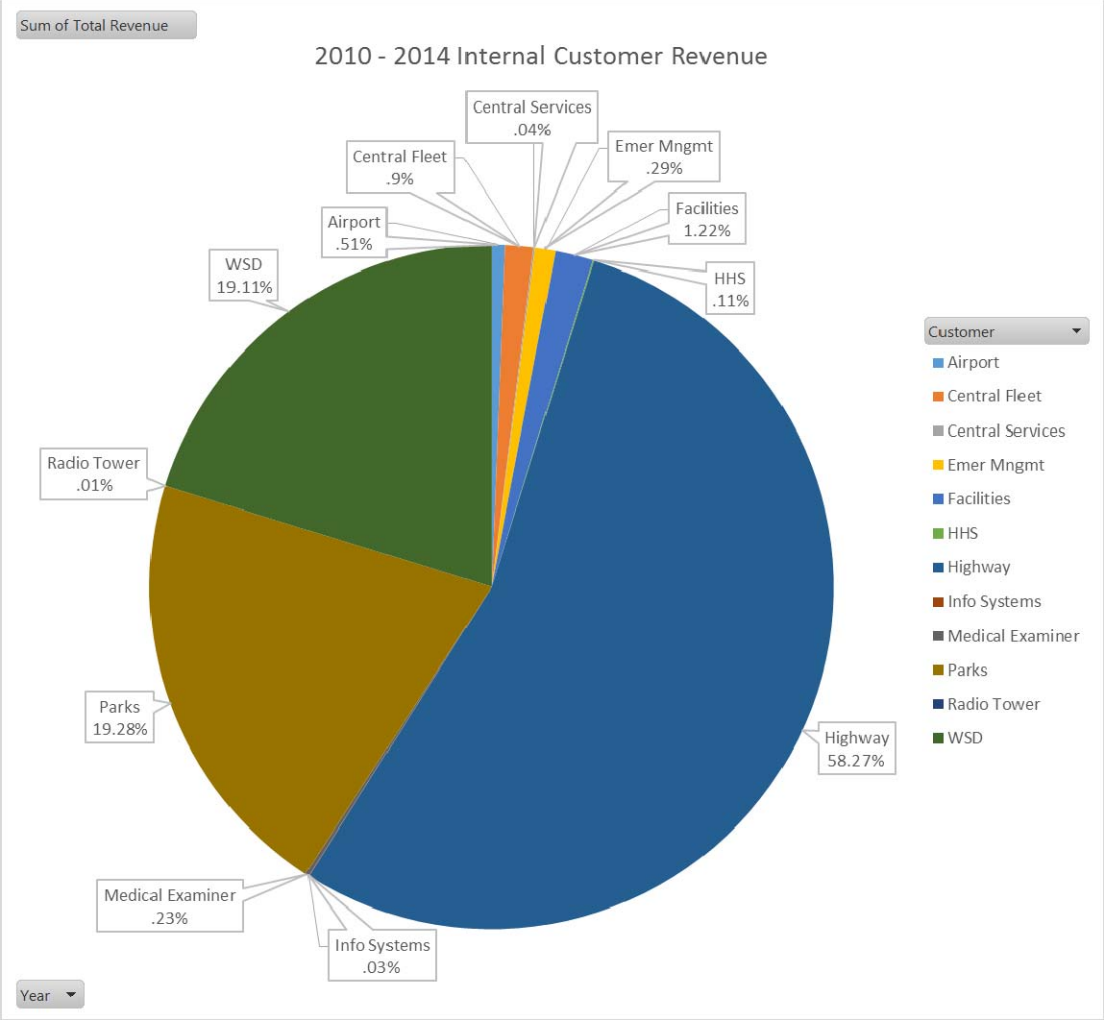
The 2016 fixed asset budget includes a request to replace a floor jack for $5,000 and a lube system for $30,000.

In an effort to keep the 2015 to 2016 rate increases at or below 2%, the 2016 Central Fleet Rates are as follows:

Rate Type	2015	2016	% Change
External Heavy Labor Rate	$97.35	$99.30	2.0%
External Light Labor Rate	$81.45	$83.00	1.9%
External Service Labor Rate	$88.60	$90.35	2.0%
Internal Heavy Labor Rate	$90.30	$92.00	1.9%
Internal Light Labor Rate	$76.25	$77.75	2.0%
Internal Service Labor Rate	$82.75	$84.40	2.0%
Parts Markup	16.0%	16.0%	0.0%
Commercial Markup	16.0%	16.0%	0.0%

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total Work Orders	5,798	6,100	6025	6100	0
Internal Customer Work Orders	5,566	5,900	5800	5900	0
External Customer Work Orders	232	200	325	200	0
Total Internal. Cust. Rep./Maint. Rev.	$2,243,279	$1,987,370	$2,174,938	$2,136,274	$148,904
Total External Cust. Rep./Maint. Rev	$98,216	$60,200	$90,000	$66,140	$5,940
Total External Customers	9	9	9	9	0


Sum of Re...
2010-2014 EXTERNAL CUSTOMER REVENUE
$60,000
$50,000
$40,000
$30,000
$20,000
$10,000
$0
CARROLL UNIVERSITY
DNR
DOT
STATE PATROL
UWW
VILLAGE OF BIG BEND
WAUKESHA CITY PD
WAUKESHA H2O
WCTC
Y.
Cust...
2010
2011
2012
2013
2014


Sum of Total Revenue
2010 - 2014 Internal Customer Revenue
Central Services .04%
Emer Mngmt .29%
Central Fleet .9%
Facilities 1.22%
Airport .51%
HHS .11%
WSD 19.11%
Radio Tower .01%
Parks 19.28%
Highway 58.27%
Medical Examiner .23%
Info Systems .03%
Customer
Airport
Central Fleet
Central Services
Emer Mngmt
Facilities
HHS
Highway
Info Systems
Medical Examiner
Parks
Radio Tower
WSD
Year

Central Fueling

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

This program provides a county-wide fuel dispensing system for all county vehicles and equipment.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.35**	**0.35**	**0.35**	**0.35**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$1,547,690	$1,690,616	$1,134,221	$1,713,232	$22,616
Other Revenue	$10,447	$0	$10,000	$10,000	$10,000
Appr. Fund Balance (b)	$50,691	$0	$0	$10,000	$10,000
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,608,828**	**$1,690,616**	**$1,144,221**	**$1,733,232**	**$42,616**
Personnel Costs	$29,553	$30,320	$30,722	$31,248	$928
Operating Expenses (b)	$1,596,468	$1,659,000	$1,104,904	$1,704,352	$45,352
Interdept. Charges	$1,300	$6,912	$6,887	$9,436	$2,524
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,627,321**	**$1,696,232**	**$1,142,513**	**$1,745,036**	**$48,804**
Operating Income/(Loss)	($18,493)	($5,616)	$1,708	($11,804)	($6,188)

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Central Fleet Fund Balance appropriation of $50,691 in 2014 for the repairs to fuel islands associated with the COMM10 legislation and in 2016 for one-time expenses related to painting fuel tanks.

Program Highlights

Interdepartmental revenues are increasing due to an anticipated increase in fuel consumption by the customers. Fuel usage is based on a multi-year average of actual usage. The markup for fuel is remaining stable at $0.21 per gallon in 2016. Other revenues includes off-road vehicle fuel tax rebates and Fund Balance of $10,000 is budgeted to fund the one-time expense of repainting the fuel tanks in 2016.

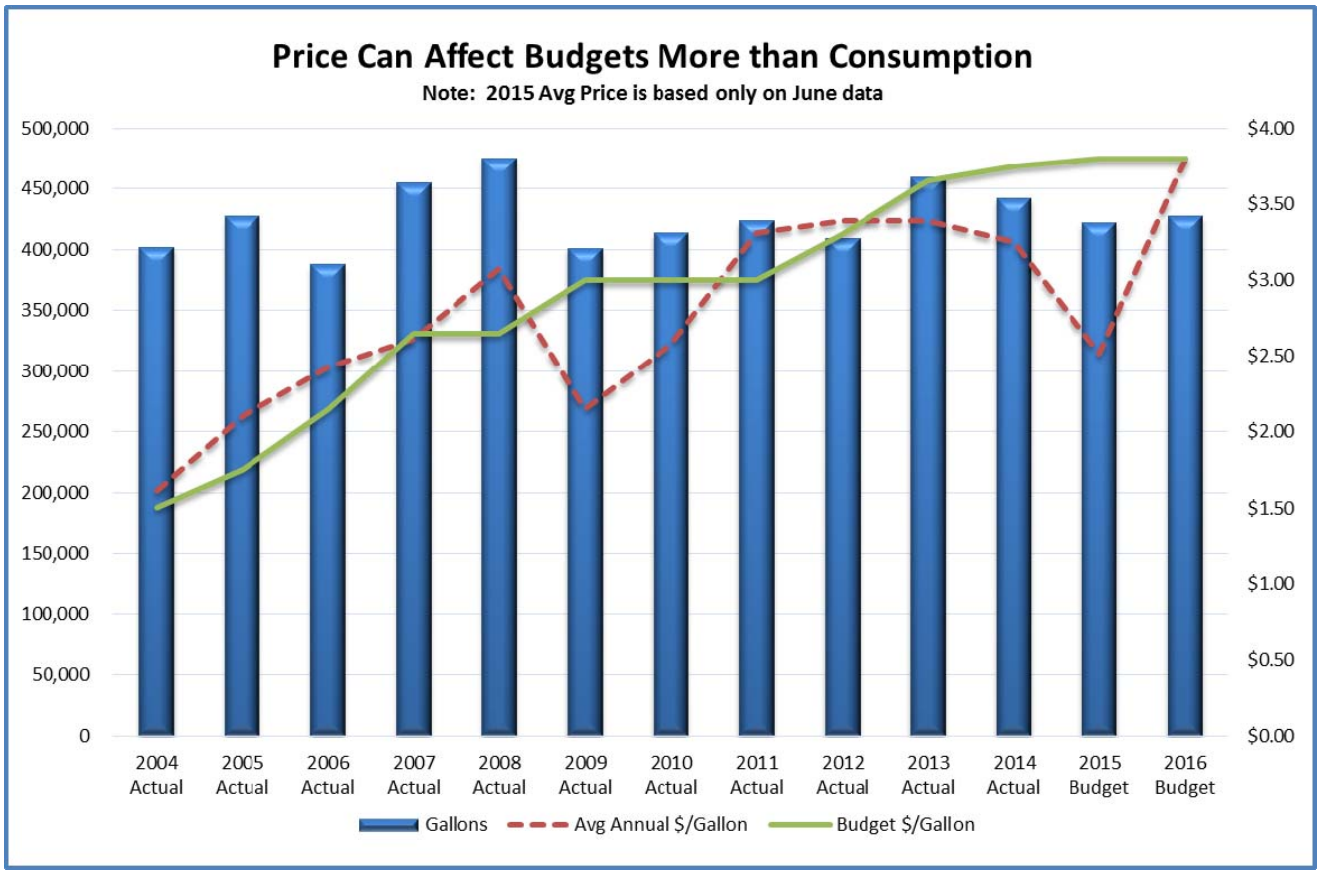
The 2016 budget assumes the average wholesale price of fuel (diesel and unleaded) will be $3.80 per gallon, consistent with the 2015 budget. Of this, approximately $0.32 is for State fuel taxes, which is consistent with the 2015 rate. Operating expense increases are mainly due to a higher anticipated consumption level of fuel by customers. Fuel costs are budgeted at about $1,623,500 in 2016, an increase of about $21,400. In addition, depreciation expense is budgeted to increase by about $13,900 due to additional assets from the recently completed capital project for fuel site upgrades. Other costs include expenditures for maintenance and repairs of the 18 sites and $10,000 for one-time painting of fuel tanks.

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2015	Est. Operating Impact
201415	Fuel Tank Replacement and Infrastructure	TBD	$1,500,000	0%	TBD

In an effort to keep the 2015 to 2016 rate increase at or below 2.0% the 2016 Central Fleet Rates is as follows:

Fuel markup: $0.21 per gallon, 0.0% increases from 2015

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	441,704	421,600	426,190	427,240	5,640



Statement of Purpose

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. The County adopted a Vehicle Replacement plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of $7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the Replacement Fund by user departments with inflationary increases on replacements funded by investment income applied to the Fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (a)	$2,414,376	$2,562,006	$2,562,006	$2,603,437	$41,431	1.6%
Other Revenue (b)	$897,880	$529,500	$529,500	$568,000	$38,500	7.3%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,312,256**	**$3,091,506**	**$3,091,506**	**$3,171,437**	**$79,931**	**2.6%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,719,124	$2,976,286	$2,976,286	$3,077,534	$101,248	3.4%
Interdept. Charges	$103,331	$100,375	$100,375	$92,674	($7,701)	-7.7%
Fixed Assets (Memo) (c)	$3,540,707	$3,179,750	$3,047,753	$3,598,000	$418,250	13.2%
Total Expenditures	**$2,822,455**	**$3,076,661**	**$3,076,661**	**$3,170,208**	**$93,547**	**3.0%**
Operating Income/(Loss)	$489,801	$14,845	$14,845	$1,229	($13,616)	-91.7%

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Other revenues include revenues from vehicle and equipment sales. Investment income is accounted for but is not budgeted for in the fund and is used to pay for increases in future vehicle replacement costs.

(c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed Asset purchases will be funded by operating revenues and existing fund balance and are included in the department's fixed asset request.

Vehicle Replacement Plan

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

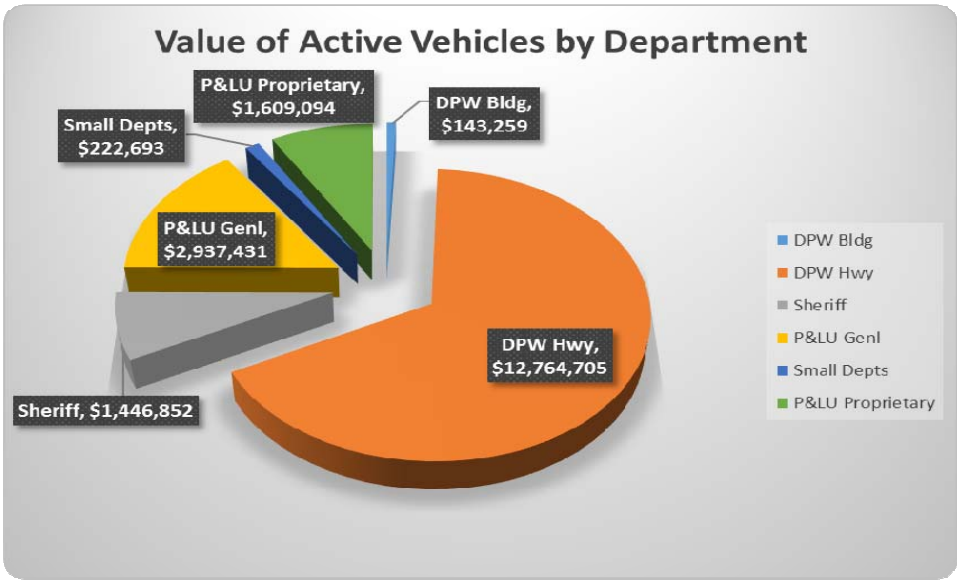
The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross charged for the future replacement costs.

Program Highlights

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2015 vehicle purchases. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge.

Other revenues are the estimated value received from the sale of retired vehicles at auction. The budget can fluctuate based on the number of and value of vehicles going to auction each year.

Operating expenditures increase $101,250 mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired. Insurance cost allocations are based on a three-year experience history and are decreasing about $7,700 from the 2015 allocations. This decrease is due to the decrease in the value of the vehicles in the plan which is directly related to the decreased risk exposure of the vehicles.



Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Active Vehicles in Plan	384	385	383	383	(2)
Vehicles Replaced	65	61	61	73	12

Waukesha County
2016 Vehicle Replacement Plan

Department	Fund	Description	Qty	Unit Cost	Total Cost	Est. Salvage
Sheriff's Department	100	Squad, Police Persuit Package	10	$32,200	$322,000	$80,000
Sheriff's Department	100	Tahoe, Special Services Vehicle	1	$33,500	$33,500	$8,000
Sheriff's Department	100	Auto, Police Persuit Package	3	$21,000	$63,000	$12,000
Sheriff's Department	100	Auto, Police Persuit Package	2	$24,500	$49,000	$8,000
Sheriff's Department	100	Van, full size transport	2	$30,500	$61,000	$12,000
Subtotal Sheriff's Dept			**18**		**$528,500**	**$120,000**
Public Works Hwys	240	Truck, Patrol	4	$225,000	$900,000	$120,000
Public Works Hwys	240	Pickup, 3/4 ton, 4x4	3	$30,300	$90,900	$24,000
Public Works Hwys	240	Pickup, ranger 4x2	1	$25,400	$25,400	$8,000
Public Works Hwys	240	Loader, skid steer w / planer, trailer	1	$112,600	$112,600	$15,000
Public Works Hwys	240	Right flail	1	$36,900	$36,900	$4,000
Public Works Hwys	240	SUV	2	$26,800	$53,600	$12,000
Public Works Hwys	240	Tractor, AG with Towed Rotary	1	$154,500	$154,500	$15,000
Public Works Hwys	240	Triple flail	1	$51,000	$51,000	$5,000
Public Works Hwys	240	Mower, zero turn w / trailer	1	$25,400	$25,400	$4,000
Public Works Hwys	240	Brush Chipper	1	$54,000	$54,000	$5,000
Public Works Hwys	240	Mower, zero turn w / trailer	2	$25,400	$50,800	$8,000
Public Works Hwys	240	Truck, Patrol muni body	3	$200,900	$602,700	$90,000
Subtotal DPW Hwys			**21**		**$2,157,800**	**$310,000**
Public Works Bldgs	100	Pickup, 1/2 ton, topper	1	$25,000	$25,000	$5,000
Public Works Bldgs	100	Pickup, 4x4 with lift gate	1	$33,500	$33,500	$8,000
Public Works Bldgs	100	Van	1	$25,000	$25,000	$5,000
Subtotal DPW Bldgs			**3**		**$83,500**	**$18,000**
Parks & Land Use Genl	100	Utility vehicle, 4 wheel, w / cab medium duty	1	$18,100	$18,100	$2,000
Parks & Land Use Genl	100	Utility vehicle, 4 wheel, w / cab	1	$18,100	$18,100	$2,000
Parks & Land Use Genl	100	Utility Vehicle, 4 wheel gator	1	$11,000	$11,000	$1,000
Parks & Land Use Genl	100	Truck, pickup 2 wheel drive	1	$32,000	$32,000	$6,000
Parks & Land Use Genl	100	Utility vehicle with cab	1	$18,100	$18,100	$3,000
Parks & Land Use Genl	100	Mower, Zero Turn	2	$17,400	$34,800	$6,000
Parks & Land Use Genl	100	Pickup, 3/4 ton 4x4, plow	2	$42,500	$85,000	$12,000
Parks & Land Use Genl	100	Brush mower; skid steer attach	1	$37,400	$37,400	$4,000
Parks & Land Use Genl	100	Pickup, 1/2 ton, extension cab, lift gate	1	$35,000	$35,000	$6,000
Subtotal P&LU Gen'l Fund			**11**		**$289,500**	**$42,000**
Parks & Land Use Golf Courses	505	Mower, triplex trim	1	$34,400	$34,400	$5,000
Parks & Land Use Golf Courses	505	Rake, sand trap	2	$17,700	$35,400	$6,000
Parks & Land Use Golf Courses	505	Utility vehicle w / spray & boom	2	$44,300	$88,600	$10,000
Parks & Land Use Golf Courses	505	Aerifier, walker	1	$24,600	$24,600	$3,000
Parks & Land Use Golf Courses	505	Slit seeder, tow behind, fairway	1	$8,000	$8,000	$1,000
Parks & Land Use Golf Courses	505	Mower, greens	1	$30,700	$30,700	$5,000
Parks & Land Use Golf Courses	505	Mower, greens	1	$36,300	$36,300	$5,000
Parks & Land Use Golf Courses	505	Mower, greens, 3 wheel drive	1	$33,000	$33,000	$5,000
Parks & Land Use Golf Courses	505	Utility vehicle medium duty	1	$18,100	$18,100	$1,000
Parks & Land Use Golf Courses	505	Utility vehicle, 4 wheel dump box, hvy dty	2	$26,700	$53,400	$6,000
Parks & Land Use Golf Courses	505	Utility Vehicle, 4 wheel gator	1	$11,000	$11,000	$1,000
Parks & Land Use Golf Courses	505	Mower, greens, triplex	1	$30,700	$30,700	$5,000
Parks & Land Use Golf Courses	505	Mower, greens, triplex	1	$26,000	$26,000	$5,000
Subtotal P&LU Golf Courses			**16**		**$430,200**	**$58,000**
Radio Services		Truck, 1/2 ton pickup, 4x4 with topper	1	$28,500	$28,500	$5,000
Health & Human Services		Van	2	$24,000	$48,000	$10,000
Health & Human Services		Van	1	$32,000	$32,000	$5,000
Subtotal Small Departments			**4**		**$108,500**	**$20,000**
Grand Total			**73**		**$3,598,000**	**$568,000**

WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

		2015		2016		2017		2018		2019		2020	
Fund	Agency	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
240	Public Works Hwy Ops	10	$1,532,260	21	$2,157,800	21	$2,421,800	19	$2,303,200	14	$1,625,100	16	$3,094,603
100	Public Works Bldg Ops	0	$0	3	$83,500	1	$24,800	1	$23,900	2	$64,600	0	$0
100	Sheriff (a)	27	$805,275	18	$528,500	22	$222,300	12	$33,000	11	$257,800	11	$342,500
100	Parks & Land Use Gen'l	13	$386,510	10	$289,500	18	$605,145	15	$480,100	11	$417,969	12	$531,400
505	Golf Courses	7	$190,895	16	$430,200	10	$238,550	6	$217,600	8	$310,100	9	$339,100
545	Ice Arenas	0	$0	0	$0	0	$0	0	$0	0	$0	1	$101,200
100	Medical Examiner	2	$70,400	0	$0	2	$59,400	0	$0	2	$61,800	0	$0
various	Human Services	1	$30,300	3	$80,000	0	$0	0	$0	0	$0	0	$0
490	Records Mgmt	0	$0	0	$0	1	$23,800	0	$0	0	$0	0	$0
100	Information Systems	0	$0	0	$0	0	$0	0	$0	0	$0	0	$0
100	Emergency Mgmt	1	$32,113	0	$0	0	$0	0	$0	1	$34,000	0	$0
470	Radio Services	0	$0	1	$28,500	0	$0	0	$0	0	$0	0	$0
Total Replacements		61	$3,047,753	72	$3,598,000	75	$3,595,795	53	$3,057,800	49	$2,771,369	49	$4,408,803

(a) Due to the short useful lives of the Sheriff's Department vehicles (2 years for most), future year replacement projections will not show on chart.

Statement of Purpose

The mission of Waukesha County Airport (an enterprise fund) is to maximize the net economic and recreational benefit it provides to Southeastern Wisconsin and the Great Lakes Region. By leading the industry with quality facilities and services and operating in a fiscally prudent manner, the airport strives to meet the needs of all customers and users. Through short- and long-range planning, the staff initiates proactive and environmentally responsible projects, establishes systems to maintain existing structures, and designs future improvements. The airport provides a safe, convenient, and efficient operating environment for all members of the aviation community while cooperating with all levels of government and working toward reducing its dependency on County tax levy.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$792,277	$768,982	$769,981	$807,349	$38,367	5.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$22,874	$21,200	$18,700	$18,700	($2,500)	-11.8%
Appr. Fund Balance (a)	$180,829	$210,829	$210,829	$200,829	($10,000)	-4.7%
County Tax Levy (a)	**$192,563**	**$162,563**	**$162,563**	**$152,563**	**($10,000)**	**-6.2%**
Total Revenue Sources	**$1,188,543**	**$1,163,574**	**$1,162,073**	**$1,179,441**	**$15,867**	**1.4%**
Expenditures						
Personnel Costs	$241,972	$262,911	$257,157	$266,312	$3,401	1.3%
Operating Expenses (a)(b)	$774,711	$756,415	$729,952	$762,769	$6,354	0.8%
Interdept. Charges	$165,376	$144,248	$144,758	$150,360	$6,112	4.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,182,059**	**$1,163,574**	**$1,131,867**	**$1,179,441**	**$15,867**	**1.4%**
Operating Income/(Loss)	$6,484	$0	$30,206	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.00	3.00	3.00	3.00	0.00	

(a) Airport Fund balance is used to partially offset depreciation expense and to reduce reliance on County Tax Levy. Use of Fund Balance for this reason has been reduced from $30,000 in 2015 to $20,000 in the 2016 budget.

(b) Budgeted depreciation expense is included in the operating expense appropriation unit, which only represents the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operation's income or loss shown here differs from the Comprehensive Annual Financial Statements and includes these funds as contributed capital.

Airport Operations

County-Wide Key Strategic Outcome: Cost effective service delivered with competence and skill

Program Description

The Operations program maintains the airport grounds, infrastructure, and equipment as necessary to ensure a safe and secure airfield operation. The program tracks the condition of Airport buildings and associated equipment through scheduling and monitoring of contact maintenance services. This program is also responsible for wildlife control, airfield security, hazard mitigation, and emergency response and also monitors the contract for performing and providing aeronautical services and parking and ramp operations. This program includes the Air Traffic Control Tower facility and operations; and Fuel farm operations. The cost of the air traffic controllers is funded by the Federal Contract Tower Program.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.30**	**1.30**	**1.30**	**1.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$667,286	$673,982	$674,981	$687,349	$13,367
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20,715	$19,700	$17,200	$17,200	($2,500)
Appr. Fund Balance	$180,829	$180,829	$180,829	$180,829	$0
County Tax Levy	**$77,860**	**$67,395**	**$67,395**	**$46,372**	**($21,023)**
Total Revenues	**$946,690**	**$941,906**	**$940,405**	**$931,750**	**($10,156)**
Personnel Costs	$102,106	$115,892	$106,304	$110,123	($5,769)
Operating Expenses	$734,543	$712,189	$683,040	$717,997	$5,808
Interdept. Charges	$135,599	$113,825	$102,775	$103,630	($10,195)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$972,248**	**$941,906**	**$892,119**	**$931,750**	**($10,156)**
Operating Income/(Loss)	($25,558)	$0	$48,286	$0	$0

Program Highlights

Charges for Service revenues are budgeted to increase about $13,400 and include revenues from land leases of almost $329,000; hangar rental revenues of $254,200; office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities of $55,200; airport lease revenues paid by the FBO for exclusively leased ramp area of $5,800; the FBO lease for the Airport fuel farm of $41,200 and tie down fees of $2,000.

Other revenues include the recoveries from the FBO for utility costs.

The Fund Balance appropriation remains the same as the 2015 budget levels, and is used to partially offset depreciation expense.

Personnel costs are decreasing about $5,770. This decrease is primarily due to changes in health insurance plans. This program area continues to support 1.30 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are increasing about $5,800. This budget includes an additional $11,000 for repairs and maintenance of the T-hangars, which will be done in conjunction with the recommendations of the T-Hangar Repair/Replacement (Capital Project 201213). Depreciation expenses are budgeted to decrease by about $10,000, based on some assets being fully depreciated by the end of 2015 and due to a higher than anticipated depreciation expense for the runway rehabilitation project in the 2015 budget. Contracted snow removal costs are budgeted at $232,260, the same level as the 2015 budget. This contract was re-bid in the fall of 2014. Other increases consist of changes in individual operating expense accounts of less than $5,000. Other expenses budgeted in this area include electricity; natural gas; water; maintenance for buildings and pavement; janitorial costs; and contracted mowing services for outside the terminal building.

Interdepartmental charges are decreased by $10,200 primarily due to reductions in Airport and Travel Liability insurance expenses by about $11,600.

Airport Operations (Continued)

Activity Data	2014 Actual	2015 Budget (a)	2015 Estimate	2016 Budget	Budget Change
Total Airport Buildings	12	12	12	12	0
Square Yards of Pavement (a)	456,949	461,299	456,949	461,552	253
Acres of grass to be mowed	337	332	337	336	4

(a) 2015 budget assumed completion of the terminal ramp expansion (capital project 201311) in 2015, but now is planned for completion in 2016.

Activity Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A (b)	1,122,890	840,00	780,000	1,080,000	240,000
100LL	134,247	110,000	70,000	120,000	10,000
Total	1,257,137	950,000	850,000	1,200,000	250,000

(b) Jet A (Jet fuel) is used by both turboprop and jet aircraft. The primary customers for Jet A are business aircraft.

Administrative Services

County-Wide Key Strategic Outcome: Cost effective service delivered with competence and skill

Program Description

Administrative Services is the first point of service to our customers; and is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition, this division is responsible for the monitoring of all leases and contracts; the enforcement of all provisions; and is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.70**	**1.70**	**1.70**	**1.70**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$124,991	$95,000	$95,000	$120,000	$25,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,159	$1,500	$1,500	$1,500	$0
Appr. Fund Balance	$0	$30,000	$30,000	$20,000	($10,000)
County Tax Levy	**$114,703**	**$95,168**	**$95,168**	**$106,191**	**$11,023**
Total Revenues	**$241,853**	**$221,668**	**$221,668**	**$247,691**	**$26,023**
Personnel Costs	$139,866	$147,019	$150,853	$156,189	$9,170
Operating Expenses	$40,168	$44,226	$46,912	$44,772	$546
Interdept. Charges	$29,777	$30,423	$41,983	$46,730	$16,307
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$209,811**	**$221,668**	**$239,748**	**$247,691**	**$26,023**
Operating Income/(Loss)	$32,042	$0	($18,080)	$0	$0

Administrative Services (Continued)

Program Highlights

Charges for services include revenues from Fuel sales, budgeted at $120,000. Fuel volume projections are based on historic data, a new fuel provider operating at the Airport and a projection for higher fuel sales due to the runway reconstruction to be completed in 2015, which will be able to handle heavier aircraft. Fuel flowage revenues received from the FBO remain at $0.10 per gallon. Other revenues include $1,500 from cost recoveries for airport identification/access control badges issued. Airport Fund Balance of $20,000 is budgeted to reduce reliance on County Tax Levy funding and has been reduced $10,000 in the 2016 budget. In addition, overall County Tax Levy has been reduced by $10,000 bringing the Airport Tax Levy to $152,563.

Personnel costs are increasing $9,170 from the 2015 budget, mainly due to a change in employee health plan selection. This program continues to support 1.70 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are increasing minimally by $550 from the 2015 adopted budget. Decreases in Airport Marketing expenses are offset by increases in one-time purchases of furniture for the front office and increases in travel costs for Airport Management Association (AMA) meetings. Marketing costs are decreasing due to transferring marketing duties to internal staff. Also included in this appropriation unit are administrative costs to support the administration of the Airport such as expenses for professional memberships, office supplies, and printing costs.

Airport Capital Projects

Current and Planned Capital Projects

				Estimated Annual Operating Impact*		
Project #	Project Name	Estimated Completion Year	County Project Cost	(Revenue)/ Expense	Estimated Depreciation Expense	Total (Rev)/Exp
200704	Runway 10/28 Reconstruction	2015	$537,500	($30,000)	$21,500	($8,500)
201118	Airport Facility Upgrade	2015	$610,000	$0	$30,500	$30,500
201311	Airport Terminal Ramp Expansion	2016	$700,000	($47,500)	$28,000	($19,500)
200310	Runway 10/28 Safety Area	2017	$796,000	$2,000	$31,840	$33,840
200703	Airport Maintenance and Snow Removal Building	2017	$290,000	$0	$7,250	$7,250
200804	Master Plan Update	2018	$65,000	$0	$6,500	$6,500
201308	Taxiway C realignment and Lighting	2018	$210,000	$0	$10,500	$10,500

* See capital project forms for ongoing operating impacts

THIS PAGE LEFT BLANK

Return to Table of Contents

General Administration

TABLE OF CONTENTS
GENERAL ADMINISTRATION

General Administration Functional Area Summary 369

County Executive
Fund: General 375

County Board
Fund: General 381

County Clerk
Fund: General 389

County Treasurer
Fund: General 395

Department of Administration ALL FUNDS 403
Fund: General 407
Fund: End User Technology 419
Fund: Risk Management 427
Fund: Collections 431

Corporation Counsel ALL FUNDS 435
Fund: General 437

GENERAL ADMINISTRATION

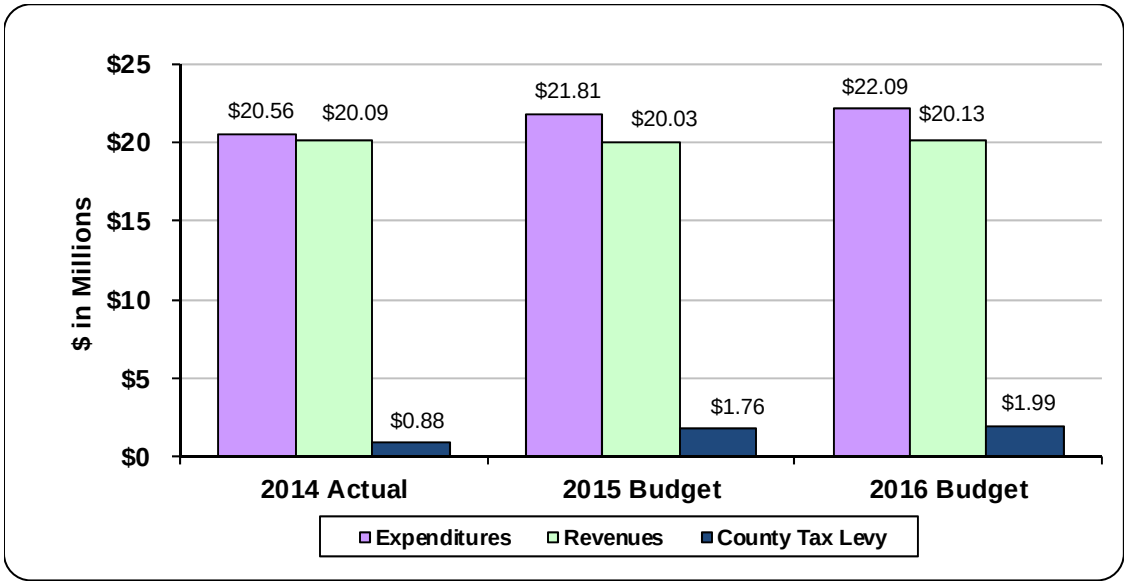
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the County.

The agencies headed by an elected official include the **County Executive, County Board, County Clerk, and County Treasurer**.

The agencies that provide central administrative support include: **the Department of Administration (DOA)**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following Internal Service Funds: **Risk Management, Collections, and End User Technology**. The Technology fund includes the County's information technology, communications, and records management functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all County elected officials, County departments, boards, commissions, and committees.

General Administration related operations and projects that are included in other functional areas are County-wide technology related capital projects (see Capital Projects Section) and purchases of major equipment replacements.



The 2016 Expenditure Budget for this functional area totals $22,086,200, after excluding Internal Service fund capitalized fixed asset expenditures. This represents an increase of about $273,900 or 1.3% from the 2015 Adopted expenditure budget. Budgeted revenues in 2016 include $1,139,600 of fund balance appropriations and total $20,125,500, an increase of $91,100 or 0.5% from the 2015 Adopted Budget. The Tax Levy necessary to fund this functional area totals $1,989,100, an increase of nearly $231,200 from the 2015 Adopted Budget, which is mainly due to lower expected investment income impacting the Treasurer's Office budget for 2016.

Return to Table of Contents

** GENERAL ADMINISTRATION **

Functional Area Summary by Agency

	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	%
*** TOTAL GENERAL ADMINISTRATION ***						
Revenues (a)	$20,094,390	$20,034,393	$18,459,705	$20,125,514	$91,121	0.5%
County Tax Levy (c)	$877,929	$1,757,879	$1,757,879	$1,989,069	$231,190	13.2%
Expenditure (b)	$20,560,343	$21,812,379	$21,426,512	$22,086,229	$273,850	1.3%
Rev. Over (Under) Exp.	($509,912)	$0	($1,387,843)	$0	$0	N/A
Oper Income/(Loss) (d)	$921,888	($20,107)	$178,915	$28,354	$48,461	N/A
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	$11,620	$12,000	$12,000	$12,000	$0	0.0%
County Tax Levy	$555,965	$560,965	$560,965	$571,365	$10,400	1.9%
Expenditure	$533,383	$572,965	$559,344	$583,365	$10,400	1.8%
Rev. Over (Under) Exp.	$34,202	$0	$13,621	$0	$0	N/A
COUNTY BOARD						
Revenues	$124,876	$0	$101,338	$0	$0	N/A
County Tax Levy	$1,166,269	$1,176,765	$1,176,765	$1,114,052	($62,713)	-5.3%
Expenditure	$1,091,037	$1,176,765	$1,254,784	$1,114,052	($62,713)	-5.3%
Rev. Over (Under) Exp.	$200,108	$0	$23,319	$0	$0	N/A
COUNTY CLERK						
Revenues (a)	$360,142	$234,697	$230,970	$320,757	$86,060	36.7%
County Tax Levy	$312,360	$312,360	$312,360	$355,484	$43,124	13.8%
Expenditure	$586,954	$547,057	$527,778	$676,241	$129,184	23.6%
Rev. Over (Under) Exp.	$85,548	$0	$15,552	$0	$0	N/A
COUNTY TREASURER						
Revenues	$6,380,484	$6,657,246	$5,124,672	$6,401,746	($255,500)	-3.8%
County Tax Levy (c)	($6,841,304)	($5,983,850)	($5,983,850)	($5,713,850)	$270,000	N/A
Expenditure	$618,963	$673,396	$668,344	$687,896	$14,500	2.2%
Rev. Over (Under) Exp.	($1,079,783)	$0	($1,527,522)	$0	$0	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	$12,735,433	$12,657,807	$12,518,282	$12,906,331	$248,524	2.0%
County Tax Levy	$4,692,854	$4,690,854	$4,690,854	$4,665,954	($24,900)	-0.5%
Expenditure (b)	$16,378,690	$17,368,768	$16,982,936	$17,543,931	$175,163	1.0%
Rev. Over (Under) Exp.	$127,709	$0	$47,285	$0	$0	N/A
Oper Income/(Loss) (d)	$921,888	($20,107)	$178,915	$28,354	$48,461	N/A
CORPORATION COUNSEL						
Revenues	$481,835	$472,643	$472,443	$484,680	$12,037	2.5%
County Tax Levy	$991,785	$1,000,785	$1,000,785	$996,064	($4,721)	-0.5%
Expenditure	$1,351,316	$1,473,428	$1,433,326	$1,480,744	$7,316	0.5%
Rev. Over (Under) Exp.	$122,304	$0	$39,902	$0	$0	N/A

(a) The 2016 Budget includes a total of $1,109,619 Fund Balance appropriations, which includes $85,287 for the County Clerk, $785,522 for the DOA End User Technology Program, $63,428 for DOA Risk Management, $86,154 for DOA Collections, $19,700 for DOA Records Management, $41,528 for DOA Communications, and $28,000 for DOA Human Resources. The 2015 Budget includes a total of $931,017 Fund Balance appropriations, which includes $557,119 for the DOA End User Technology Program, $118,927 for DOA Risk Management, $184,471 for DOA Collections, $42,500 for DOA Records Management, and $28,000 for DOA Human Resources.

(b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings. Therefore, expenditures less revenues do not equal Tax Levy. Total 2016 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of $483,750. Total 2015 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of $501,152.

(c) Revenues in excess of expenditures reduce Tax Levy funding for other general governmental operations.

(d) Operating income generated from proprietary fund operations is retained in proprietary fund balance and does not result in a reduction of Tax Levy funding for other operations.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2016 Budget include the following:

- The **County Treasurer's** office budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2016 budgeted tax levy credit declines by $270,000 to $5,713,900 mainly due to an estimated reduction in investment income of $200,000 to $3,407,600 and decreased revenues of $55,000 to $2,703,000 for penalties and interest on delinquent taxes.

- The **County Clerk's Office** expenditure budget increases by $129,200, mainly due to an increase for election costs that occur in even-numbered years, when there are more elections held. In recognition of the addition of these one-time (even-year) increases, General Fund Balance is increased $85,300 for election related work. Also, the County Clerk's office expenditures and tax levy increases $28,100 for an administrative position that will be shared with the County Board Office in the 2016 budget.

- The **County Board** budgets expenses to decrease by $62,700 mostly related to a reduction in the County Board chair position from full time (1.0 FTE) to part time (0.50 FTE) as of the third Tuesday in April of 2016. Also, the County Board office expenditures and tax levy decreases $28,100 for an administrative position that will be shared with the County Clerk's Office in the 2016 budget.

- The **Department of Administration (DOA) General Fund** expenditures increase by $14,600, or less than 1%, due to reduced personnel costs (mostly related to a net reduction of 1.59 FTE), offset with increased operating and interdepartmental expenditures, mostly for EUTF charges. Non-levy revenues increase by $69,500 due to increased indirect cost recovery revenues. This results in a reduction of $54,900 in tax levy funding. The tax levy funded portion of the End User Technology Service Fund (EUTF) was shifted to the DOA – General Fund in the 2016 Budget.

- **DOA-End User Technology Internal Service Fund (EUTF)** expenditure budget appropriations increase $170,300, mostly due to the transfer of a portion of several positions from the General Fund Information Technology Solutions program (to more properly reflect staff directed and work performed) and the replacement of 53 high end laptops in the Sheriff's Department squad cars. The portion of the full cost of technology ownership borne by department charges and other ongoing revenue sources is estimated to be about 91% in the 2016 budget. The tax levy funded portion of EUTF was shifted to the DOA – General Fund and the Communications Fund was shifted into EUTF in the 2016 Budget.

- **DOA-Risk Management** expenditures for 2016 increase by 2.4% or $65,700 to $2.8 million. This primarily reflects a change in the company that provides property insurance, which was related to changes set off by a proposed (but later removed) change in the State Budget. The Risk Management Division expenditures are subsidized with General Fund Balance of $63,400, which is a reduction of $55,500 from the 2015 budget and is intended to be phased-out as department charges are modified to better reflect costs. Interdepartmental revenue charges back to departments increase $91,200 (after reducing the fund balance subsidy) and reflect costs allocated to departments, which are based on a five year weighted average of claims experience and risk exposure factors.

- The **DOA-Collections** division will provide a Tax Levy credit of $30,000, a reduction of $30,000 from the 2015 budget. The Collections Division works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Overall expenditures decrease by $75,500, mostly due to a reduction of $95,100 or 2.25 FTE in temporary extra help, partially offset by an increase in third party temporary assistance.

BUDGETED POSITIONS 2014-2016
SUMMARY BY AGENCY AND FUND

GENERAL ADMINISTRATION

Agency	Fund	2014 Year End	2015 Adopted Budget	2015 Modified Budget	2016 Budget	15-16 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	7.00	7.00	7.00	6.15	(0.85)
COUNTY CLERK	General	4.00	4.00	4.00	4.50	0.50
TREASURER	General	5.00	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	55.45	55.15	55.15	54.25	(0.90)
	End User Technology	29.10	29.50	29.50	29.90	0.40
	Risk Management	3.20	3.20	3.20	3.20	0.00
	Communications	-	-	-	-	0.00
	Collections	5.75	5.65	5.65	5.65	0.00
	Subtotal Dept. of Admin.	93.50	93.50	93.50	93.00	-0.50
CORPORATION COUNSEL	General	11.40	11.40	11.40	11.35	(0.05)
TOTAL REGULAR POSITIONS		125.55	125.55	125.55	124.65	(0.90)
TOTAL EXTRA HELP		13.62	11.25	11.25	8.52	(2.73)
TOTAL OVERTIME		0.15	0.15	0.15	0.13	(0.02)
TOTAL BUDGETED POSITIONS		139.32	136.96	136.96	133.30	(3.66)

2016 BUDGET ACTIONS

County Board
Reduce: 0.35 FTE County Board Chairman in Legislative Support
Reduce: 0.50 FTE Administrative Specialist in Legislative Support (Position shared with County Clerk)

County Clerk
Increase: 0.07 FTE Temporary Extra Help
Increase: 0.50 FTE Administrative Specialist in Legislative Support (Position Shared with County Board)
Increase: 0.14 FTE Temporary Extra Help

Department of Administration - General
Create: 1.00 FTE Financial Analyst in Business Office
Abolish: 1.00 FTE Administrative Specialist in Payroll
Reduce: 0.69 FTE Extra Temporary Help in Accounting
Transfer: 0.15 FTE Information Technology Manager to End User Technology Fund
Transfer: 0.25 FTE Principal IT Professional to End User Technology Fund
Unfund: 0.50 FTE Administrative Specialist

Department of Administration - End User Technology Fund
Transfer: 0.15 FTE Information Technology Manager from Information Technology Solutions General Fund to End User Technology Fund
Transfer: 0.25 FTE Principle Information Technology Professional from Information Technology Solutions to End User Technology program
Reduce: 1.00 FTE Extra Help in Records Management
Increase: 1.09 FTE Extra Help in End User Technology

Department of Administration - Collections
Reduce: 2.25 FTE Temporary Extra Help

Corporation Counsel - General Legal Services
Reduce: 0.10 FTE Temporary Extra Help
Reduce: 0.02 FTE Overtime
Transfer: 0.05 FTE Corporation Counsel General to Child Support

2015 CURRENT YEAR ACTIONS
None

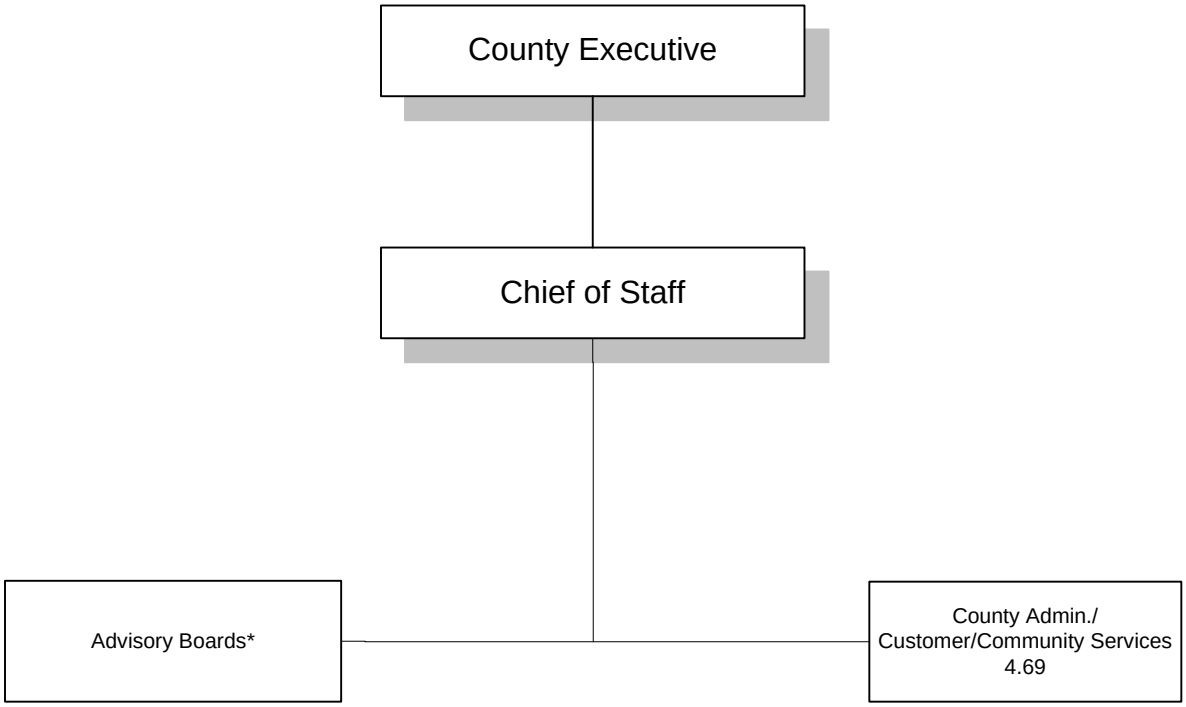
Return to Table of Contents

County Executive

Return to Table of Contents

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



4.69 Total FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

* No Staff FTE's are allocated to Advisory Boards.

Return to Table of Contents

County Executive

Statement of Purpose

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County government policy is established in partnership with the County Board of Supervisors, boards and commissions and the County Executive.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$11,620	$12,000	$12,000	$12,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$555,965**	**$560,965**	**$560,965**	**$571,365**	**$10,400**	**1.9%**
Total Revenue Sources	**$567,585**	**$572,965**	**$572,965**	**$583,365**	**$10,400**	**1.8%**
Expenditures						
Personnel Costs	$481,001	$503,734	$500,198	$514,890	$11,156	2.2%
Operating Expenses	$24,244	$38,490	$29,305	$38,490	$0	0.0%
Interdept. Charges	$28,138	$30,741	$29,841	$29,985	($756)	-2.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$533,383**	**$572,965**	**$559,344**	**$583,365**	**$10,400**	**1.8%**
Rev. Over (Under) Exp.	$34,202	$0	$13,621	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	4.65	4.65	4.65	4.65	0.00	
Extra Help	0.04	0.04	0.04	0.04	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	4.69	4.69	4.69	4.69	0.00	

(a) Other Revenue primarily relates to the County Executive awards luncheon.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

Key Outcome Indicator: The bond rating status is reflective of the County's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2014 Actual	2015 Actual	2016 Target
County's Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: New construction growth in the County's equalized value.

Performance Measure	2013 Actual	2014 Actual	2015 Actual
$ Amount of New Construction **	$336.7 million	$491.5 million	$522.3 million
% of Change	0.72%	1.04%	1.07%

*****Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.***

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 3: The County tax impact on the homeowner is measured by looking at long term budget trends (five years) versus the rate of inflation as measured by the Core Consumer Price Index –Urban (CPI-U) five year annual average percentage for fiscal years July 1 to June 30th.*****

Key Outcome Indicator: Measures taxation stability by looking at the long term tax bill impact on the median home value versus the annual five year average CPI-U Core inflation rate.

Performance Measure:	2008-2013 Actual	2009-2014 Actual	2010-2015 Actual
Average annual CPI-U core (less food and energy) % increase over the five-year period.	1.68%	1.72%	1.91%
Average annual tax increase (decrease) % on the medium value home over the 5 year period	0.36%	0.16%	(0.06)%

***** Year ending June 30th is consistently used since it represents the period preceding the budget development process.

County Administration/Customer/Community Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The County Executive Office is responsible for the coordination of countywide strategic planning process, an executive budget and for coordination of efficient executive office administrative and clerical support. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting County evaluation requirements. The County Executive also provides for public relations between County Government and other entities including other governments, commercial, industrial, non-profit concerns and County citizens.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.69**	**4.69**	**4.69**	**4.69**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$11,620	$12,000	$12,000	$12,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$529,900**	**$536,650**	**$536,650**	**$547,530**	**$10,880**
Total Revenues	**$541,520**	**$548,650**	**$548,650**	**$559,530**	**$10,880**
Personnel Costs	$467,759	$486,934	$484,048	$498,570	$11,636
Operating Expenses	$18,462	$30,975	$22,440	$30,975	$0
Interdept. Charges	$28,138	$30,741	$29,841	$29,985	($756)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$514,359**	**$548,650**	**$536,329**	**$559,530**	**$10,880**
Rev. Over (Under) Exp.	$27,161	$0	$12,321	$0	$0

(a) Other revenue is primarily from the County Executive awards luncheon to reimburse the cost of the luncheon.

Program Highlights

Personnel costs increase by about $11,650 or 2.4% to reflect the cost to continue of 4.69 FTE staff. Interdepartmental charges decrease $756 mainly due to reductions in postage costs to better reflect prior year spending levels.

Activity Data

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Dept. Heads Report directly to County Exec (a)	8	8	8	8
Funding quality services and keeping taxes low by limiting administrative support costs.				
% of County Property Taxes Spent on Admin. Functional Area	<1%	<1%	<1%	<1%
The County Executive's Office utilizes a variety of tools to communicate with its constituency. Among the most effective means of conveying information to a broad audience is by issuing news releases and newsletters.				
No. of news releases, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. This number Includes reviews of other department news releases and electronic media.	372	400	400	400

(a) Includes Corporation Counsel and UW Extension

Advisory Boards

Program Description

The County Executive has the authority to appoint Department heads and all members of boards and commissions with County Board approval. The Boards and Commissions advise the County Executive and Departments on policy issues.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$26,065**	**$24,315**	**$24,315**	**$23,835**	**($480)**
Total Revenues	**$26,065**	**$24,315**	**$24,315**	**$23,835**	**($480)**
Personnel Costs	$13,242	$16,800	$16,150	$16,320	($480)
Operating Expenses	$5,782	$7,515	$6,865	$7,515	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$19,024**	**$24,315**	**$23,015**	**$23,835**	**($480)**
Rev. Over (Under) Exp.	$7,041	$0	$1,300	$0	$0

Program Highlights

Overall expenditures for the Boards and Commissions is budgeted to decrease slightly by $480, related to a decrease in the budgeted amount for per diems, to more closely align with actual spending levels.

Activity

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and or other reimbursable expenditures are included within the County Executive's budget.

	Boards & Commissions Members		Avg. Meetings
	Co. Board	Citizens	Per Month
Health & Human Services Board	4	6	1.5
Park & Planning Commission	3	4	2.0
Aging and Disability Resource Center Advisory Board	1	12	1.0
Housing Authority	2	3	0.33
Wisconsin River Rail Transit Commission	1	2	0.33
Airport Operations Commission	1	4	1.0
Board of Adjustment	0	5	1.0
Ethics Board	0	3	As needed

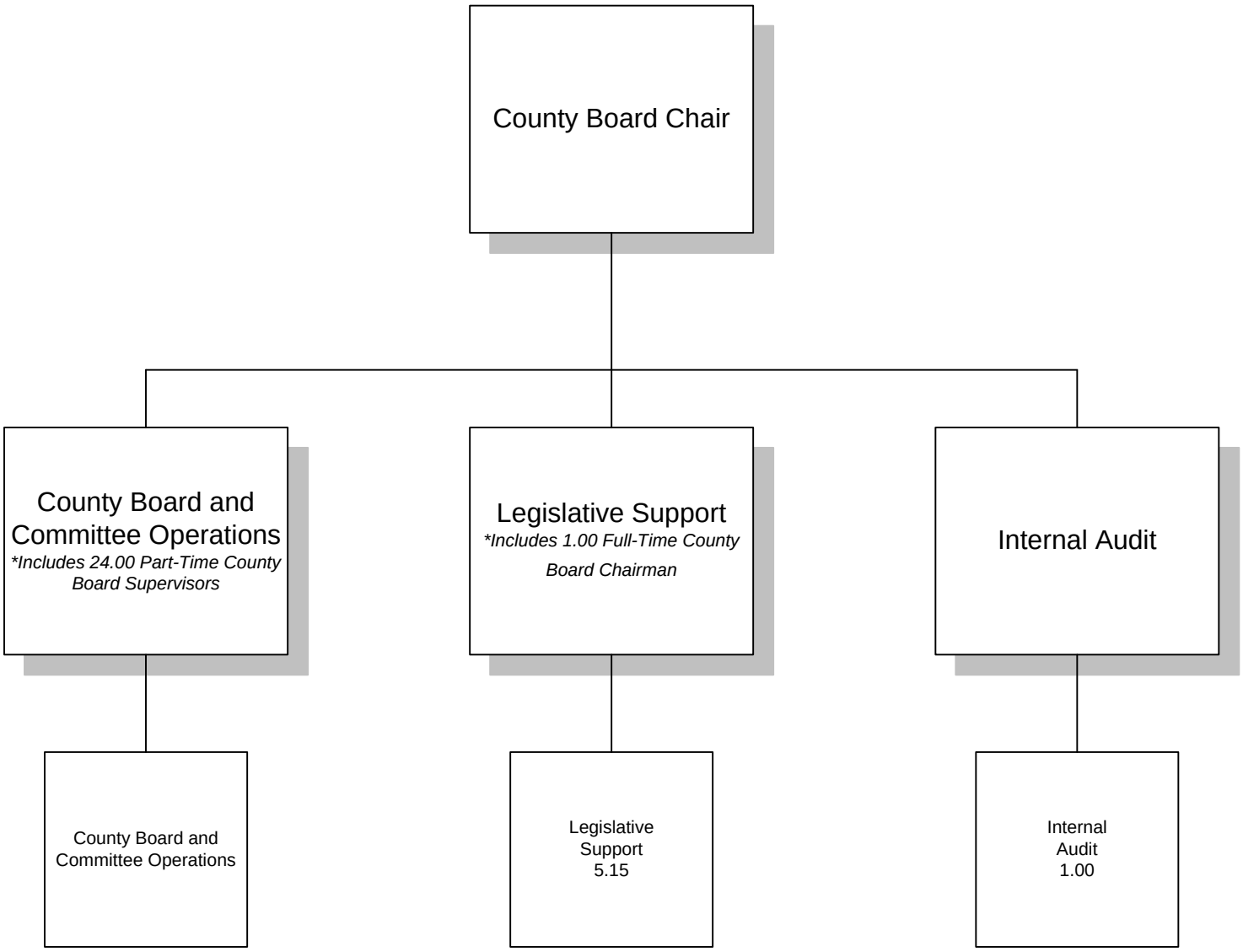
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission which is included in the DOA - Human Resource Budget, CDBG Board which is included in the Parks and Land Use - CDBG budget, the Veteran Service Commission which is included in the HHS - Veteran Services office budget, and Waukesha County representatives on the Federated Library Board which is budgeted in the Federated Library Budget.

Also, employees are appointed to the Future Parkland Standing Committee; Emerald Park Standing Committee, Waste Management's Metro Landfill Monitoring Committee, Metro Recycling & Disposal Facility Siting Committee and Orchard Ridge Recycling & Disposal Facility Siting Committee.

County Board

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



6.15 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

County Board

Statement of Purpose

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of the life for the people of Waukesha County in a fiscally responsible manner.

The legislative body of the county is the board of supervisors, which consists of 25 members who are elected by districts to two-year terms in even numbered years. From its members, the board elects a chairperson, first vice-chairperson, and second vice-chairperson as officers of the County Board. There are seven standing committees organized on functional lines. The Executive, Finance and Human Resources Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services (HHS); Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

Through the internal audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a) (b)	$124,876	$0	$101,338	$0	$0	N/A
County Tax Levy (Credit)	**$1,166,269**	**$1,176,765**	**$1,176,765**	**$1,114,052**	**($62,713)**	**-5.3%**
Total Revenue Sources	**$1,291,145**	**$1,176,765**	**$1,278,103**	**$1,114,052**	**($62,713)**	**-5.3%**
Expenditures						
Personnel Costs	$904,344	$951,767	$929,156	$890,025	($61,742)	-6.5%
Operating Expenses (a) (b)	$158,007	$194,886	$295,916	$193,529	($1,357)	-0.7%
Interdept. Charges	$28,686	$30,112	$29,712	$30,498	$386	1.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,091,037**	**$1,176,765**	**$1,254,784**	**$1,114,052**	**($62,713)**	**-5.3%**
Rev. Over (Under) Exp.	$200,108	$0	$23,319	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	6.15	(0.85)	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	7.00	7.00	7.00	6.15	(0.85)	

(a) The 2014 actual includes $124,876 from open purchase orders carried over from 2013 to 2014 of which $123,198 is in the internal audit program for audits of HHS building change order review assistance ($15,098), consulting service for internal audit ($14,000), Clerk of Courts ($37,800) and Sheriff's Department Jail/CJCC ($51,500) and requisitioned funds for five-year software maintenance ($4,800) and $1,678 for Legislature Support.

(b) The 2015 estimate reflects $101,338 from open purchase orders carried over from 2014 to 2015 for audit of HHS mental health third party billing of $56,250, consulting service for Internal Audit of $14,000, Register of Deeds Audit of $27,419 and requisitioned funds for five-year software maintenance of $3,669.

Return to Table of Contents

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management policies and practices to help lower borrowing costs and tax rate.

Key Outcome Indicator: The bond rating status is reflective of the county's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2013 Actual	2014 Actual	2015 Actual	2016 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance regional economic and workforce development in 2015 and 2016 including enabling communication across the region and building and training a strong and diverse workforce capable of serving growing industries. The County Board Chairman is working cooperatively with outside organizations to further develop Waukesha County's business base.

Key Outcome Indicator: New construction growth in the county's equalized value.

Performance Measure	2013 Actual	2014 Actual	2015 Actual
$ Amount of Net New Construction**	$336.7 million	$491.5 million	$522.3 million
% of Change	0.72%	1.04%	1.07%

***Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.*

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 3: Complete operational, performance and financial audits to promote efficiency, economy, adequate internal controls and implementation of best practices, and identify potential loss of county assets. Audit findings are based on measurable objectives and practices to ensure stable future budgets and compliance with county policies and procedures and federal, state and county laws and regulations. (Internal Audit)

The audit process actively engages departments to facilitate understanding, cooperation and follow-up which is critical to the successful completion of a performance audit. Benchmarking analysis is used to compare and identify lead practices in peer counties' programs that could be considered and adopted to improve effectiveness and efficiency of operations.

Anticipated 2016 audits include: payroll system controls, Department of Public Works, Clerk of Courts, University of Wisconsin-Extension, Department of Health and Human Services-Aging, Disability Resource Center (ADRC).

Key Outcome Indicator: Bond rating measures efficacy, efficiency, best practices and cost effectiveness of services (see county bond rating above).

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Estimated Operating Impact	A=Annual T=One-Time
201619	County Boardroom Technology Upgrade Project	2016	$115,000	0%	$4,000 - $6,000*	A

*Operating impact consists of estimated annual server and software licensing maintenance costs. Capital projects typically fund the first year of licensing and maintenance costs. The operating impact will be reflected in the operating budget for the first time in 2017.

Legislative Support

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The County Board Chair and staff evaluate and promote initiatives to better serve supervisors and the public and enhance and increase the development, efficiency and cost effectiveness of County and County Board operations. The County Board Chairman, elected by the Board to fill a leadership position in the legislative support program, addresses all responsibilities designated in state statutes, County Code and as an elected department head directing overall operations of department staff including audit functions, intergovernmental relations, task force assignments, research projects, etc.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**6.00**	**6.00**	**6.00**	**5.15**	**(0.85)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$1,678	$0	$0	$0	$0
County Tax Levy (Credit)	**$584,089**	**$592,850**	**$592,850**	**$529,007**	**($63,843)**
Total Revenues	**$585,767**	**$592,850**	**$592,850**	**$529,007**	**($63,843)**
Personnel Costs	$511,052	$542,763	$521,249	$478,534	($64,229)
Operating Expenses	$8,215	$21,975	$20,550	$21,975	$0
Interdept. Charges	$27,712	$28,112	$28,012	$28,498	$386
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$546,979**	**$592,850**	**$569,811**	**$529,007**	**($63,843)**
Rev. Over (Under) Exp.	$38,788	$0	$23,039	$0	$0

Program Highlights

Personnel costs are reduced $64,229 mostly as the result of enrolled ordinance 169-67, which reduces the county board chairperson position from 1.00 FTE to 0.50 FTE on the third Tuesday in April 2016 (Note: The budget is reduced 0.35 FTE as a result of this mid-year change). The 2016 budget also reflects a decrease in personnel costs totaling $28,124 for a reduction of 0.50 FTE for an Administrative Specialist position which will be shared with the County Clerk's office beginning in the fall of 2015.

Operating expenses remain the same while interdepartmental charges increase slightly due to increases in End User Technology Fund (EUTF) and phone charges.

In 2014, County Board staff provided approximately 225 hours of administrative support to the Criminal Justice Collaboration Council (CJCC), which was not charged back to the Department of Health and Human Services including preparing minutes, designing and editing newsletters and brochures, updating the website, etc.

Activity-Workload Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Committee agenda/minutes prepared	225	250	240	250	0
Advisement to committees by staff	271	275	275	275	0
Reviewing/advising on state legislative issues	200	200	200	200	0
Staff participating in community events/meetings/conferences	150	150	150	150	0

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The County Board makes a concerted effort to promote economic development and the well-being of county residents while building relationships with local and state officials to enhance cooperation and delivering services to taxpayers in the most cost effective manner. The Waukesha County Board of Supervisors consists of 25 elected members who elect a chairperson. There are no FTEs budgeted in the County Board and committees operations program due to the part-time nature of the 24 supervisor positions.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$334,380**	**$333,885**	**$333,885**	**$333,765**	**($120)**
Total Revenues	**$334,380**	**$333,885**	**$333,885**	**$333,765**	**($120)**
Personnel Costs	$253,670	$265,152	$264,743	$265,032	($120)
Operating Expenses	$45,095	$66,733	$66,733	$66,733	$0
Interdept. Charges	$974	$2,000	$1,700	$2,000	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$299,739**	**$333,885**	**$333,176**	**$333,765**	**($120)**
Rev. Over (Under) Exp.	$34,641	$0	$709	$0	$0

Program Highlights

Personnel costs decrease $120 while operating expenses and interdepartmental charges remain the same in 2015.

Activity-Workload Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Ordinances/Resolutions considered	186	150	150	150	0
County board meetings attended	331	275	275	275	0
Standing committee meetings attended	545	675	600	600	(75)

Internal Audit

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Internal Audit, an independent function of the legislative branch of the county, is responsible for conducting operational, performance and financial audits of County operations to help ensure safeguarding of County assets, efficiency, management integrity and reliability by identifying cost effective controls throughout County operations. Internal audits and special projects result in recommendations to improve operations that assist administration, supervisors and taxpayers of Waukesha County for the purpose of promoting efficiency, economy and adequate internal controls.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a) (b)	$123,198	$0	$101,338	$0	$0
County Tax Levy (Credit)	**$247,800**	**$250,030**	**$250,030**	**$251,280**	**$1,250**
Total Revenues	**$370,998**	**$250,030**	**$351,368**	**$251,280**	**$1,250**
Personnel Costs	$139,622	$143,852	$143,164	$146,459	$2,607
Operating Expenses	$104,697	$106,178	$208,633	$104,821	($1,357)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$244,319**	**$250,030**	**$351,797**	**$251,280**	**$1,250**
Rev. Over (Under) Exp.	$126,679	$0	($429)	$0	$0

(a) The 2014 actual includes $124,876 from open purchase orders carried over from 2013 to 2014 of which $123,198 is in the internal audit program for audits of HHS building change order review assistance ($15,098), consulting service for internal audit ($14,000), Clerk of Courts ($37,800) and Sheriff's Department Jail/CJCC ($51,500) and requisitioned funds for five-year software maintenance ($4,800).

(b) The 2015 estimate reflects $101,338 from open purchase orders carried over from 2014 to 2015 for audit of HHS mental health third party billing of $56,250, consulting service for Internal Audit of $14,000, Register of Deeds Audit of $27,419 and requisitioned funds for five-year software maintenance of $3,669.

Program Highlights

Operating expenses decrease $1,357 to partially offset personnel cost increases of $2,607 or 1.8%.

Anticipated 2016 audits include: payroll system controls, Department of Public Works, Clerk of Courts, University of Wisconsin-Extension, Department of Health and Human Services-Aging, Disability Resource Center (ADRC).

Activity-Workload Data	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Audits of department activities	5	5	7	5	0
Consult with departments to assist in various projects	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Follow-up of internal audit and external auditor's recommendations	1	1	1	1	0
Percentage of internal audit recommendations accepted by management for implementation*	NA	NA	NA	80%	NA

**New activity-workload data measure in 2016.*

THIS PAGE LEFT BLANK

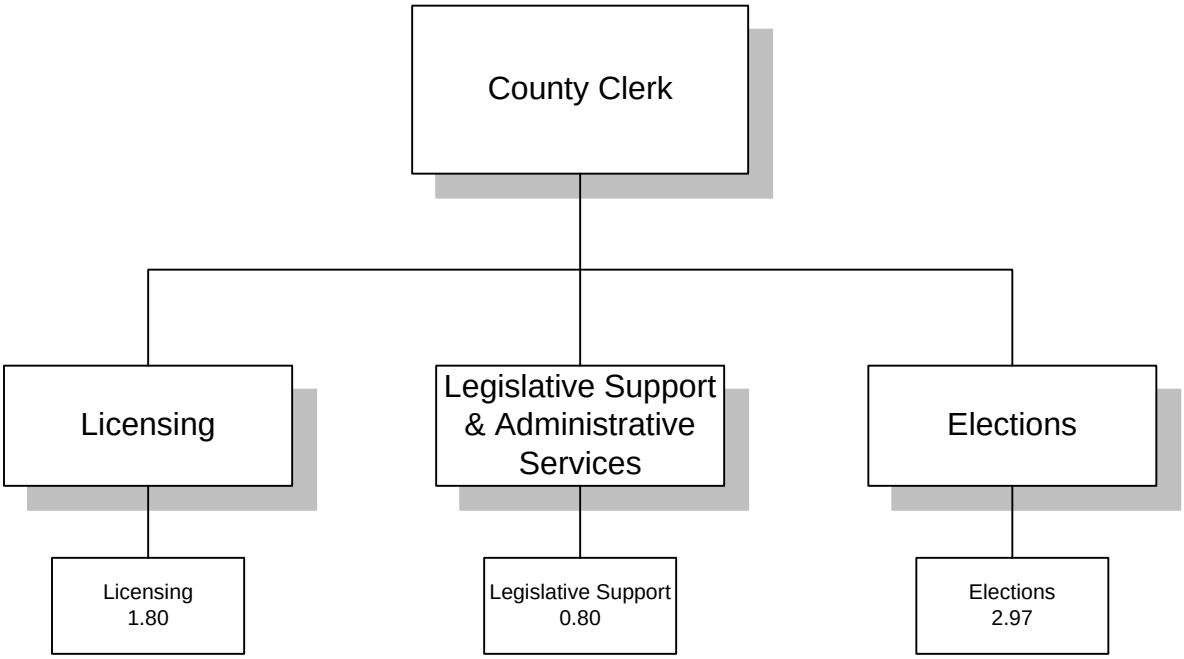
Return to Table of Contents

County Clerk

Return to Table of Contents

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.57 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

County Clerk

Statement of Purpose

The Waukesha County electorate chooses the County Clerk, which is a State Constitutional Officer defined by Wisconsin Statutes, every two years. The County Clerk's two main statutory duties are to act as the Waukesha County Election Commissioner and Clerk of the Waukesha County Board.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$175,939	$162,000	$161,710	$163,210	$1,210	0.7%
Charges for Services	$71,445	$71,397	$68,260	$71,260	($137)	-0.2%
Interdepartmental	$23	$400	$100	$100	($300)	-75.0%
Other Revenue	$695	$900	$900	$900	$0	0.0%
Appr. Fund Balance (a)	$112,040	$0	$0	$85,287	$85,287	N/A
County Tax Levy (Credit)	**$312,360**	**$312,360**	**$312,360**	**$355,484**	**$43,124**	**13.8%**
Total Revenue Sources	**$672,502**	**$547,057**	**$543,330**	**$676,241**	**$129,184**	**23.6%**
Expenditures						
Personnel Costs	$332,975	$358,840	$344,148	$403,142	$44,302	12.3%
Operating Expenses	$214,024	$147,000	$142,443	$231,143	$84,143	57.2%
Interdept. Charges	$39,955	$41,217	$41,187	$41,956	$739	1.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$586,954**	**$547,057**	**$527,778**	**$676,241**	**$129,184**	**23.6%**
Rev. Over (Under) Exp.	$85,548	$0	$15,552	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	4.00	4.00	4.00	4.50	0.50
Extra Help	1.07	0.79	0.79	1.00	0.21
Overtime	0.01	0.07	0.07	0.07	0.00
Total FTEs	5.08	4.86	4.86	5.57	0.71

(a) The 2016 budget includes one-time General Fund Balance appropriation of which $85,287 for higher costs associated with the higher number of elections in the General election year.

The Mission of the County Clerk's Office is to:

- *Issue licenses, and administer programs for the County mandated by State Law & County Ordinances.*
- *Maintain a positive working relationship with elected officials at the Federal, State and local levels and with all County departments and municipalities.*
- *Utilize existing technologies to improve efficiency.*
- *Employ fiscally responsible practices.*
- *Provide expedient and courteous service to our customer.*

Current and Planned Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '15	Estimated Operating Impact	A = Annual T = One-Time
201310	Election System Upgrade	2015	$2,318,000	100%	$40,000	A
201619	County Boardroom Technology Upgrade Project	2016	$115,000	0%	$4,000-$6,000*	A

*Operating impact consists of estimated annual server and software licensing maintenance costs. Capital projects typically fund the first year of licensing and maintenance costs. The operating impact will be reflected in the operating budget for the first time in 2017.

Return to Table of Contents

Licensing

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective: Explore the opportunity to assess fees related to marriages performed at the courthouse.

Program Description

The County Clerk's Office issues marriage licenses and domestic partnership licenses to County residents or out of state customers who are eligible to marry under Wisconsin law; administers state dog licensing program, tags and supplies to municipalities as mandated by State law; and accepts and forwards passport applications and all required materials to the U.S. State Department.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.21**	**1.16**	**1.16**	**1.80**	**0.64**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$175,939	$162,000	$161,710	$163,210	$1,210
Charges for Services	$17,177	$14,700	$16,000	$16,000	$1,300
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($66,160)**	**($68,335)**	**($68,335)**	**($35,043)**	**$33,292**
Total Revenues	**$126,956**	**$108,365**	**$109,375**	**$144,167**	**$35,802**
Personnel Costs	$79,487	$71,493	$71,098	$106,488	$34,995
Operating Expenses	$12,105	$19,685	$19,785	$20,485	$800
Interdept. Charges	$17,125	$17,187	$17,157	$17,194	$7
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$108,717**	**$108,365**	**$108,040**	**$144,167**	**$35,802**
Rev. Over (Under) Exp.	$18,239	$0	$1,335	$0	$0

(a) The tax levy credit in this program area is used to reduce the County Clerk's overall tax levy need in the Elections and Legislative Support programs.

Program Highlights:

Fines and License revenues includes marriage license revenue which increases $1,500 in the 2016 budget to $105,000. This is offset by a $290 slight increase in termination fees. Passport revenue remains unchanged in the 2016 budget at $58,000. Charges for Service revenue which includes passport photo and marriage waiver fee is budgeted to increase $1,300 in 2016.

Personnel costs increase $35,000 mainly reflecting a $28,124 increase for 0.50 FTE of an Administrative Specialist position in the County Board's office which will be shared with the County Clerk's office. The budget also includes a $5,100 increase in temporary extra help for a 0.14 FTE increase to 0.50 FTE.

Activity-The chart shows the number of County Clerk issued licenses and applications by year.

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Budget	Budget Change
Marriage Licenses	1,871	1,763	1,939	1,715	1,750	35
Domestic Partnerships	11	14	5	4	4	0
Passport Photos	967	1,223	1,318	1,318	1,325	7
Passports Applications	2,424	2,161	2,200	2,100	2,100	0

Elections

Program Description

Prepare and publish State statutory required legal election notices. Train inspectors and poll workers. Help with voter registration. Certify to local clerks, pertinent election data. Prepare and distribute ballots and other election supplies to local clerks. Prepare voting machine layouts for municipalities. Receive and tabulate election returns on election night. Canvass the results of all elections held for County, State, and Federal offices within the County. Respond to, and take appropriate action, when necessary, on all questions and complaints regarding the election process within the County and maintain the necessary records for Waukesha County municipalities collaborating on the Statewide Voter Registration System (SVRS) to maintain compliance with Federal election statutes.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**3.07**	**2.90**	**2.90**	**2.97**	**0.07**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$54,099	$56,172	$52,000	$55,000	($1,172)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$110,000	$0	$0	$85,287	$85,287
County Tax Levy (Credit)	**$318,054**	**$319,086**	**$319,086**	**$327,876**	**$8,790**
Total Revenues	**$482,153**	**$375,258**	**$371,086**	**$468,163**	**$92,905**
Personnel Costs	$201,597	$230,613	$217,016	$238,865	$8,252
Operating Expenses	$195,013	$124,248	$120,508	$208,208	$83,960
Interdept. Charges	$19,054	$20,397	$20,397	$21,090	$693
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$415,664**	**$375,258**	**$357,921**	**$468,163**	**$92,905**
Rev. Over (Under) Exp.	$66,489	$0	$13,165	$0	$0

(a) The 2016 budget includes one-time General Fund Balance appropriation of $85,287 for higher estimated costs associated with the higher number of elections in the General election year.

Program Highlights & Activities:

2016 will be the first year the County will implement the new Election Equipment Project modem-driven election equipment system. This new system will provide for the electronic transmission of election contest results. It will also significantly decrease the time between the closing of the polls at 8:00 p.m. and the unofficial election night results being posted on the County's website.

Charges for Services primarily includes charges to municipalities for election services. They are cyclical in nature and therefore slightly higher in 4-election years (even-numbered years) and slightly lower in odd-numbered years. A number of unrelated factors impact this figure from year to year. Three former relier municipalities converted over to becoming self-providers in late 2014 and 2015. This resulted in the difference between the odd and even year figures becoming less visible going into 2016.

Personnel costs increase mainly due to an increase in temporary extra help by nearly $2,500 or 0.07 FTE to 0.50 FTE (1,040 hours) since more temporary staffing assistance is estimated to be needed for the elections planned for in 2016.

Operating expenses increases by nearly $84,000 mainly due to increased elections planned for in 2016, including increases in budgeted ballot costs which fluctuate between even and odd numbered years. Also, legal notices costs are projected to be $8,400 higher in 2016, budgeted at $18,200.

	2012	2013	2014	2015	2016 Est.
Number of Waukesha County Registered Voters as certified in January	284,034	262,329	267,472	269,000	270,000
Number of Regular Elections	7	2	4	2	4 (a)
Number of Special Elections	0	2	1	4	0
Number of Mock Elections (test new system)	0	0	0	2	0

(a) Includes a Presidential Election (typically higher voter turnout)

Legislative Support and Administrative Services

Program Description

Clerk of the County Board of Supervisors, custodian of all records of the Board and all other records as required to be filed by statutes. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support, including actively working on business continuity, the County accounting system, and annual budget for the Department. The County Clerk is also responsible for posting agendas and minutes and publishing summaries of proposed County Ordinances. Many times, the Office is the first place residents call to get transferred to the appropriate department.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.80**	**0.80**	**0.80**	**0.80**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$169	$525	$260	$260	($265)
Interdepartmental	$23	$400	$100	$100	($300)
Other Revenue	$695	$900	$900	$900	$0
Appr. Fund Balance	$2,040	$0	$0	$0	$0
County Tax Levy (Credit)	**$60,466**	**$61,609**	**$61,609**	**$62,651**	**$1,042**
Total Revenues	**$63,393**	**$63,434**	**$62,869**	**$63,911**	**$477**
Personnel Costs	$51,891	$56,734	$56,034	$57,789	$1,055
Operating Expenses	$6,906	$3,067	$2,150	$2,450	($617)
Interdept. Charges	$3,776	$3,633	$3,633	$3,672	$39
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$62,573**	**$63,434**	**$61,817**	**$63,911**	**$477**
Rev. Over (Under) Exp.	$820	$0	$1,052	$0	$0

Program Highlights

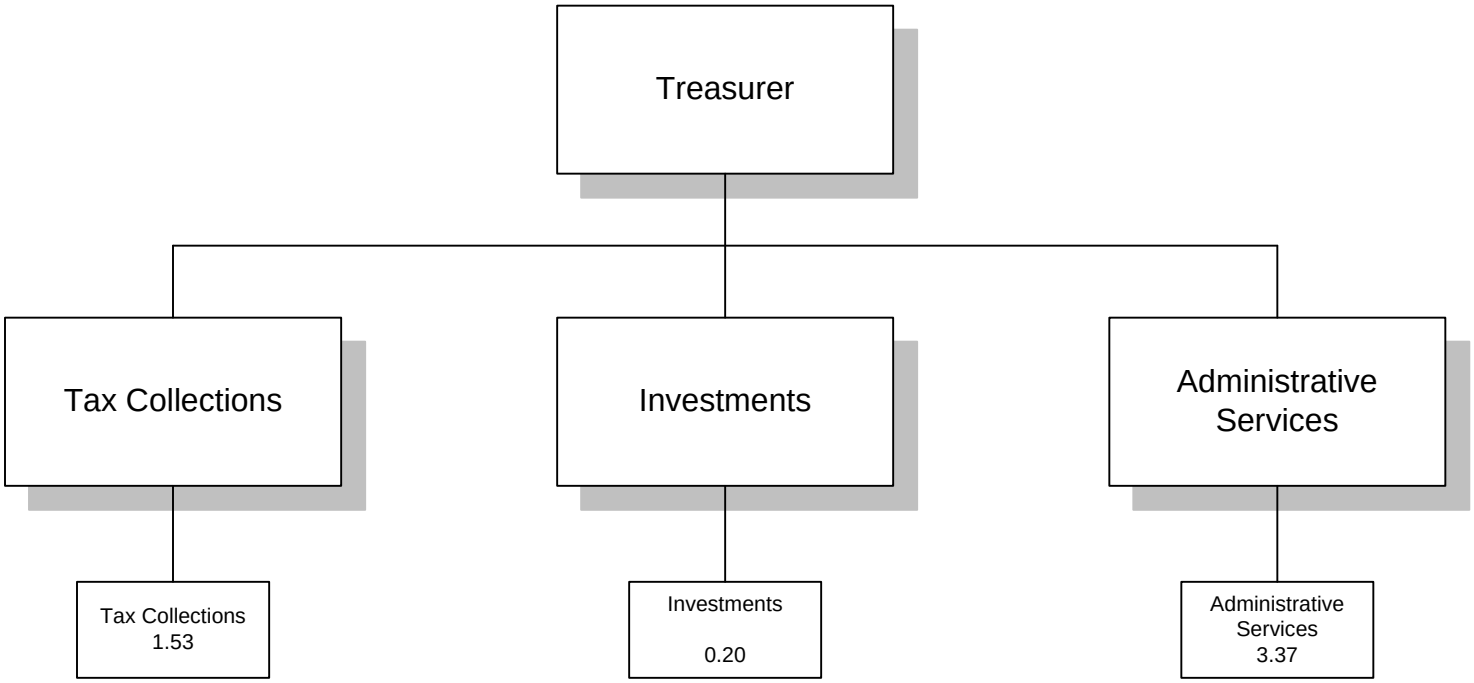
Charges for Service revenues include $260 in the base budget, mostly for copy and duplicating fee revenues. Interdepartmental charge revenues include $100 budgeted for revenue generated from providing other County departments with the “Directory of Public Officials”, which is produced by the County Clerk’s Office staff in this program area. Other revenues include $900 which includes reimbursements from municipal officials for meeting supplies.

Personnel costs increase by about $1,100, mainly for costs to continue the 0.80 FTE’s in this program area. Operating expenditures are budgeted to decrease by $617 mostly related to a reduction in office equipment and printing costs to closer match prior year actuals.

County Treasurer

TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.10 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

County Treasurer

Statement of Purpose

The mission of the County Treasurer's office is to provide efficient, courteous service and maintain accurate records, while upholding the fiduciary and statutory responsibilities required of the office.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$53,556	$44,400	$44,400	$44,400	$0	0.0%
Charges for Services	$173,453	$125,900	$126,248	$125,900	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a) (c)	$6,153,475	$6,486,946	$4,954,024	$6,231,446	($255,500)	-3.9%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit) (b)	**($6,841,304)**	**($5,983,850)**	**($5,983,850)**	**($5,713,850)**	**$270,000**	**N/A**
Total Revenue Sources	**($460,820)**	**$673,396**	**($859,178)**	**$687,896**	**$14,500**	**2.2%**
Expenditures						
Personnel Costs	$359,122	$371,469	$371,157	$382,835	$11,366	3.1%
Operating Expenses	$130,664	$170,865	$166,140	$171,324	$459	0.3%
Interdept. Charges	$129,177	$131,062	$131,047	$133,737	$2,675	2.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$618,963**	**$673,396**	**$668,344**	**$687,896**	**$14,500**	**2.2%**
Rev. Over (Under) Exp.	($1,079,783)	$0	($1,527,522)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	5.00	5.00	5.00	5.00	0.00	
Extra Help	0.29	0.07	0.07	0.07	0.00	
Overtime	0.03	0.03	0.03	0.03	0.00	
Total FTEs	5.32	5.10	5.10	5.10	0.00	

a) For budget comparison purposes, the 2014 actual Investment Income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end market to market values of investments as required by GAAP.
b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.
c) The 2015 Revenues are projected to underperform the 2015 adopted budget primarily as a result of expected lower investment rates of return.

Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Est. Operating Impact	A=Annual T=One-Time
200414	County-wide Cashiering (a) (b)	2017	$970,000	95%	$31,875	A

Refer to Capital Project section of the budget book for additional details.
a) Coordinated project with departments' county-wide. At the close of 2013, integration with all available lines of business applications has been achieved. The project is identified as 95% complete; as the capital project remains open to begin planning for system(s) replacement. Project scope was modified in the 2015 budget to reflect planning and development for future countywide cashiering projects.
b) Project is coordinated by the Department of Administration - Business Office. The total operating impact to the County is $31,875 annually. Operating costs are budgeted within the End User Technology Fund (EUTF) and are allocated to department budgets through the EUTF cost allocation.

Tax Collection

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven municipalities, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective: Work cooperatively with financial institutions and escrow companies to electronically receive tax payments in order to alleviate manual entry and reduce costs.

Key Outcome Indicator: Increased number of property tax payments electronically imported (interfaced) into the tax system. An increasing rate of electronic submissions will indicate improved efficiency, improved cash flow and reduced costs. Based on analysis of electronic submission of 2013 and 2014 tax bills, a 2016 target (estimate) is shown below:

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
# Tax payments received electronically	6,146	6,200	6,200	6,500
Projected estimated cost savings	$1,106	$1,116	$1,116	$1,170

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.75**	**1.53**	**1.53**	**1.53**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$53,556	$44,400	$44,400	$44,400	$0
Charges for Services	$171,733	$124,700	$125,048	$124,700	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,867,389	$2,878,000	$2,952,724	$2,822,500	($55,500)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($2,852,365)**	**($2,796,715)**	**($2,796,715)**	**($2,739,111)**	**$57,604**
Total Revenues	**$240,313**	**$250,385**	**$325,457**	**$252,489**	**$2,104**
Personnel Costs	$93,244	$96,520	$96,303	$99,983	$3,463
Operating Expenses	$81,815	$100,340	$94,758	$98,349	($1,991)
Interdept. Charges	$53,313	$53,525	$53,525	$54,157	$632
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$228,372**	**$250,385**	**$244,586**	**$252,489**	**$2,104**
Rev. Over (Under) Exp.	$11,941	$0	$80,871	$0	$0

a) Revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

Other revenue is budgeted to decrease $55,500 or 1.8% which includes a budgeted decrease in Interest and Penalty on delinquent taxes of $55,000 or 1.9% to $2,703,000, reflecting a reduction in tax delinquencies.

Personnel costs are budgeted to increase nearly $3,500 or 3.6% primarily related to costs to continue salaries and benefits.

Operating expenses are budgeted to decrease $1,990 or 2.0% due to a decrease in outside printing of $1,100 or 7.3% and a decrease in outside postage of $890 or 5.3% to closer reflect the prior year actuals.

Interdepartmental charges are budgeted to increase $630 or 1.2% mostly due to an increase of $1,010 or 11.5% in end user technology (EUTF) total costs of ownership charges and a $170 or 0.8% increase for the DOA-Principal Financial Analyst position allocated to this program for tax collection services, offset by a decrease in postage of $550 or 5.8%.

Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

Interest and Penalty Earned on Delinquent Taxes

	2009	2010	2011	2012	2013	2014	2015 Est.
Interest	$1,953,118	$2,284,491	$2,458,214	$2,365,206	$1,830,493	$1,820,236	$1,838,667
Penalty	$1,007,175	$1,165,653	$1,227,443	$1,175,615	$914,764	$906,000	$919,333
TOTAL	$2,960,293	$3,450,144	$3,685,657	$3,540,821	$2,745,257	$2,726,236	$2,758,000

Activity

The Treasurer's office collected first installment taxes for twelve municipalities in the 2014-2015 tax years. The dollars collected decreased by $7.1 million to $137.1 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

Property Taxes Dollars Collected under Municipal Contracts

Municipality	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
City of Delafield	$15,557,891	$15,918,438	$15,814,785	$15,929,219	$16,710,772	$16,155,590
Town of Brookfield	$12,489,714	$12,333,060	$12,476,796	$12,325,160	$12,475,801	$11,853,603
Town of Waukesha	$11,320,785	$11,351,046	$11,481,880	$11,216,061	$10,675,388	$10,073,036
Village of Dousman	$2,167,348	$2,250,107	$2,362,645	$2,464,520	$2,592,556	$2,525,463
Village of Lac La Belle	$1,345,392	$1,482,481	$1,431,506	$1,502,700	$1,525,072	$1,420,931
Village of Lannon	$1,496,486	$1,571,496	$1,573,686	$1,610,014	$1,571,266	$1,581,353
Village of Menomonee Falls	$64,339,552	$65,932,259	$66,324,210	$66,606,056	$67,989,356	$65,170,535
Village of Merton	$4,572,666	$4,797,428	$5,015,291	$5,125,366	$5,093,331	$4,848,298
Village of Nashotah	$2,255,421	$2,370,252	$2,391,372	$2,290,541	$2,324,469	$2,222,171
Village of Oconomowoc Lake	$4,532,374	$4,453,360	$4,471,340	$4,584,523	$4,126,147	$3,918,328
Village of Pewaukee	$12,920,211	$13,237,318	$13,356,551	$13,795,245	$14,207,234	$12,672,961
Village of Wales	$4,373,080	$4,431,651	$4,600,464	$4,933,828	$5,002,671	$4,708,914
TOTAL	$137,370,920	$140,128,896	$141,300,526	$142,383,233	$144,294,063	$137,151,183

Program Description

The County cash balances are invested using the State's Local Government Investment Pool, Aaa/AAA money market funds and securities by investment firms with contracts that are authorized by State Statutes and in accordance with the County's adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity and to maximize the return on investment.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$3,284,716	$3,607,646	$2,000,000	$3,407,646	($200,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (b)	**($4,319,601)**	**($3,513,127)**	**($3,513,127)**	**($3,314,496)**	**$198,631**
Total Revenues	**($1,034,885)**	**$94,519**	**($1,513,127)**	**$93,150**	**($1,369)**
Personnel Costs	$18,066	$18,766	$18,754	$19,044	$278
Operating Expenses	$21,740	$36,000	$25,727	$34,000	($2,000)
Interdept. Charges	$38,885	$39,753	$39,753	$40,106	$353
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$78,691**	**$94,519**	**$84,234**	**$93,150**	**($1,369)**
Rev. Over (Under) Exp.	($1,113,576)	$0	($1,597,361)	$0	$0

(a) 2015 Estimate of investment income is projected to be $1,607,646 lower than 2015 budget figures as a result of expected lower investment rates of return.

(b) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

Other revenue consists of Investment Income which is being decreased by $200,000 or 5.5% to $3,407,650.

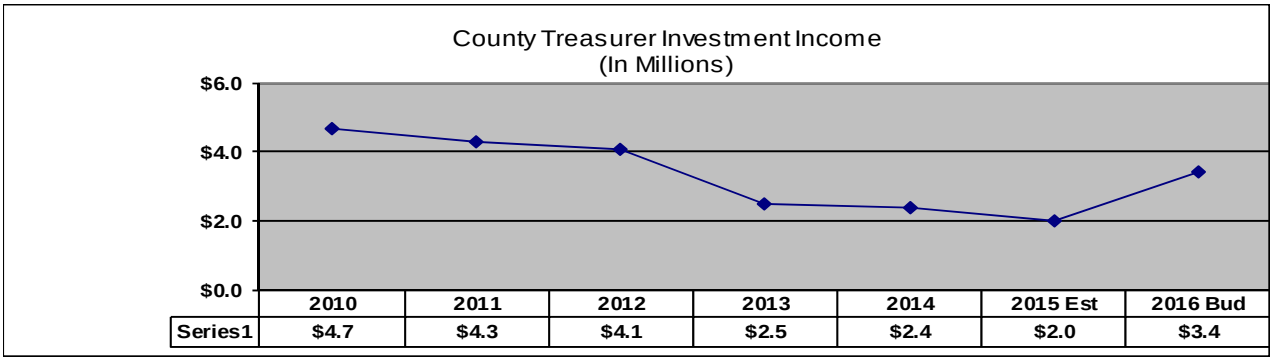
Personnel costs overall are increasing by nearly $280 or 1.5% for costs to continue.

Operating expenses are budgeted to decrease $2,000 or 5.6% due to a decrease in finance charges of $2,700 or 8.7% as a result of new electronic check processing equipment, however this is offset by a slight increase in finance charges for Parks and Land Use of $700 or 14.0%.

Interdepartmental charges are budgeted to increase by $350 or 0.9% primarily due to an increase for the DOA-Principal Financial Analyst position allocated to this program.

Activity

Interest rates between 2010 and 2014 have been declining with investment income at historical levels ending 2014 slightly over $2.4 million. Interest rates are expected to remain historically low in 2015 but improve slightly in 2016.



Program Description

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks and payments.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**3.37**	**3.37**	**3.37**	**3.37**	**(0.00)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,720	$1,200	$1,200	$1,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,370	$1,300	$1,300	$1,300	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$330,662**	**$325,992**	**$325,992**	**$339,757**	**$13,765**
Total Revenues	**$333,752**	**$328,492**	**$328,492**	**$342,257**	**$13,765**
Personnel Costs	$247,812	$256,183	$256,100	$263,808	$7,625
Operating Expenses	$27,109	$34,525	$45,655	$38,975	$4,450
Interdept. Charges	$36,979	$37,784	$37,769	$39,474	$1,690
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$311,900**	**$328,492**	**$339,524**	**$342,257**	**$13,765**
Rev. Over (Under) Exp.	$21,852	$0	($11,032)	$0	$0

Program Highlights

Personnel costs are budgeted to increase $7,625 or 3.0% primarily related to cost to continue.

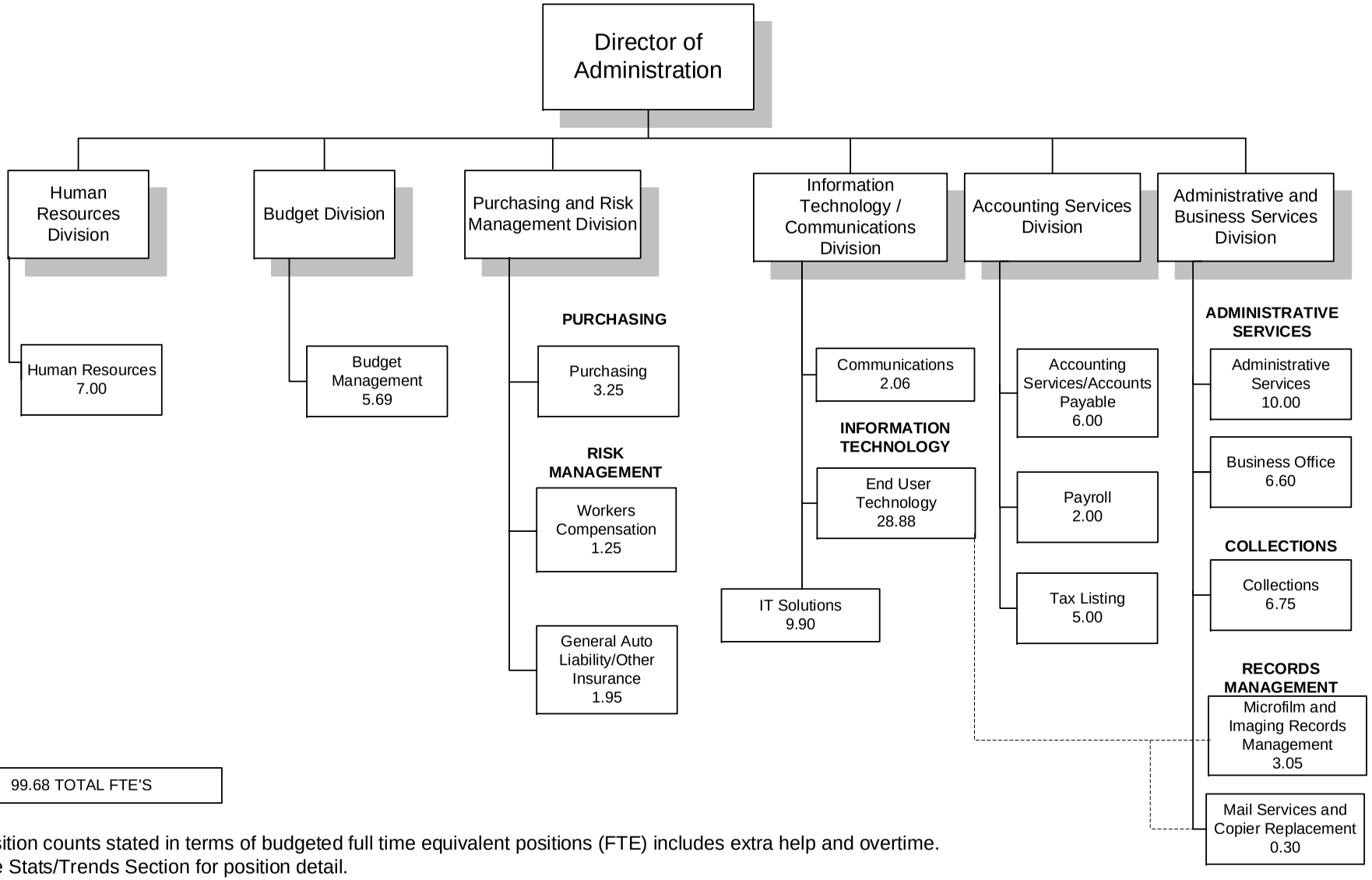
Operating expenses are budgeted to increase $4,450 or 12.9% due to an increase in advertising & legal notices of $3,400 or 77.3% and an increase in office equipment repair/maintenance of $1,350 or 67.5%, offset by a decrease in data processing/computer of $300 or 75.0%.

Interdepartmental charges are budgeted to increase by $1,690 or 4.5% primarily due to an increase in Computer Maintenance of $1,878 or 11.5%, offset by a decrease in records storage and retrieval of $104 or 5.5% and a decrease in end user technology (EUTF) total costs of ownership charges of $169 or 8.6%.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



99.68 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Return to Table of Contents

Statement of Purpose

The mission of the Department of Administration is to assist other County departments and provide County-wide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The Department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

Financial Summary	2014 Actual (b)(c)	2015 Adopted Budget (b)(c)	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
General Fund (b)						
Revenues	$1,692,133	$1,681,566	$1,700,465	$1,751,048	$69,482	4.1%
County Tax Levy	$4,782,854	$4,750,854	$4,750,854	$4,695,954	($54,900)	-1.2%
Expenditures	$6,347,278	$6,432,420	$6,404,034	$6,447,002	$14,582	0.2%
Rev. Over (Under) Exp.	$127,709	$0	$47,285	$0	$0	N/A
End User Technology Fund (b)(c)						
Revenues	$7,280,952	$7,304,443	$7,219,293	$7,493,243	$188,800	2.6%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$6,594,320	$7,264,550	$7,027,678	$7,434,889	$170,339	2.3%
Operating Inc./(Loss)	$686,632	$39,893	$191,615	$58,354	$18,461	46.3%
Risk Management						
Revenues	$2,704,251	$2,696,027	$2,743,327	$2,761,728	$65,701	2.4%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$2,613,311	$2,696,027	$2,696,027	$2,761,728	$65,701	2.4%
Operating Inc./(Loss)	$90,940	$0	$47,300	$0	$0	N/A
Collections						
Revenues	$1,058,097	$975,771	$855,197	$900,312	($75,459)	-7.7%
County Tax Levy (a)	($90,000)	($60,000)	($60,000)	($30,000)	$30,000	N/A
Expenditures	$823,781	$975,771	$855,197	$900,312	($75,459)	-7.7%
Operating Inc./(Loss)	$144,316	($60,000)	($60,000)	($30,000)	$30,000	N/A
Total All Funds						
Revenues	$12,735,433	$12,657,807	$12,518,282	$12,906,331	$248,524	2.0%
County Tax Levy (a)	$4,692,854	$4,690,854	$4,690,854	$4,665,954	($24,900)	-0.5%
Expenditures	$16,378,690	$17,368,768	$16,982,936	$17,543,931	$175,163	1.0%
Rev. Over (Under) Exp.	$127,709	$0	$47,285	$0	$0	N/A
Operating Inc./(Loss)	$921,888	($20,107)	$178,915	$28,354	$48,461	N/A
Position Summary (FTE)						
Regular Positions	93.50	93.50	93.50	93.00	(0.50)	
Extra Help	11.29	9.52	9.52	6.67	(2.85)	
Overtime	0.07	0.01	0.01	0.01	0.00	
Total	**104.86**	**103.03**	**103.03**	**99.68**	**(3.35)**	

(a) The Collections Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. This will be phased down over four years as to date and with 2016 budget total payback $1,390,000.

(b) For the 2016 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) – End User Technology Fund to the DOA – General Fund. History has been restated for comparability purposes.

(c) For the 2016 Budget, the Department of Administration (DOA) - Communications Fund is shifted into the DOA - End User Technology Fund and is now reflected as a program within the fund. History has been restated for comparability purposes.

Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '15	Estimated Operating Impact	A = Annual T = One-Time
200414	County wide Cashiering (a) (b)	Y	2017	$970,000	95%	$31,875	A
200910	Enterprise Content Management (b)	Y	2017	$1,390,000	55%	$58,000	A
200912	Workforce Management System (b)	Y	2015	$1,293,000	100%	$45,000	A
201411	End User Report Development	Y	2015	$125,000	100%	($50,000)	A
201617	Payroll/Human Resource Info. Sys. Study (c)	Y	2016	$75,000	0%	TBD	T
201619	County Boardroom Technology Upgrade Project	N	2016	$115,000	0%	$4,000 to $6,000	A

(a) Coordinated project with Departments County-wide. At the close of 2013, integration with all available lines of business applications has been achieved. The projects scope is modified in the 2015 budget, 95% completion reflects the ongoing business process review that will be used to document and establish requirements for future cashiering projects and system replacement.

(b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

(c) Project to study payroll and human resources system business and regulatory requirements establishing road map for future upgrades and potential system replacements.

Administration

Fund Purpose

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from Taxes, but the Fund also receives charges for service user fees, intergovernmental revenues, and other revenues.

Financial Summary	2014 Actual (b)	2015 Adopted Budget (b)	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$555,967	$593,733	$593,733	$571,180	($22,553)	-3.8%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$162,940	$159,202	$158,351	$160,215	$1,013	0.6%
Interdepartmental	$722,498	$703,558	$703,558	$781,895	$78,337	11.1%
Other Revenue	$202,669	$197,073	$216,823	$209,758	$12,685	6.4%
Appr. Fund Balance (a)	$48,059	$28,000	$28,000	$28,000	$0	0.0%
County Tax Levy (Credit)	**$4,782,854**	**$4,750,854**	**$4,750,854**	**$4,695,954**	**($54,900)**	**-1.2%**
Total Revenue Sources	**$6,474,987**	**$6,432,420**	**$6,451,319**	**$6,447,002**	**$14,582**	**0.2%**
Expenditures						
Personnel Costs	$5,341,870	$5,325,834	$5,303,424	$5,320,986	($4,848)	-0.1%
Operating Expenses (a)	$586,196	$681,465	$677,608	$681,486	$21	0.0%
Interdept. Charges	$419,212	$425,121	$423,002	$444,530	$19,409	4.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$6,347,278**	**$6,432,420**	**$6,404,034**	**$6,447,002**	**$14,582**	**0.2%**
Rev. Over (Under) Exp.	$127,709	$0	$47,285	$0	$0	N/A
Position Summary (FTE) (b)						
Regular Positions	55.45	55.15	55.15	54.25	(0.90)	
Extra Help	2.48	1.88	1.88	1.19	(0.69)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	57.93	57.03	57.03	55.44	(1.59)	

(a) 2014 includes $20,059 Fund Balance appropriation in revenues and in open purchase orders from 2013 carried forward into 2014. 2014, 2015 and 2016 includes $28,000 Fund Balance appropriation in revenues and consulting services for the Diversity program.

(b) For the 2016 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) - End User Technology Fund to the DOA - General Fund. History has been restated for comparability purposes.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcomes: A county that provides customers with quality programs and services

Objective 1: As part of the Enterprise Content Management (ECM) Governance Committee, establish a Countywide Information Governance Plan that implements effective life-cycle management for hard copy and electronic record content by focusing efforts on business need and retention requirements.

Continue to audit existing records retention schedules and assist departments in the identification of long term storage and frequently recalled records for conversion to ECM solutions. Assist end users through the use of Lean process concepts to redesign business processes and implement ECM tools when a positive return on investment is identified.

Key Outcome Indicators:
Complete initial ECM Governance Plan 4th and continue ongoing development of records policy and training materials to assist end users in their ECM implementation.

Implement ECM solutions when savings to departments is greater than records consulting and management costs (ongoing).

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Objective 2: Improve cost containment associated with Information Technology. (Information Technology including End User Technology Fund)

Key Outcome Indicator:
Actual cost reduction in operational expenses related to server room operations Savings ending 2014 (8-years cumulative) $786,166

Performance Measures:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Operating cost reductions*	$38,500	$40,000	$93,000	$40,000

*Operating cost reductions include in 2014 include the continued virtualization of servers, conversion from tape backup to disk and elimination of UNIX environment as part of the financial system implementation. The 2015 estimate of $93,000 includes the elimination of ProStor/Stellent and Oracle Database licenses/hardware costs. The 2016 target reflects the transition to a new Internet Service Provider as well as continued migration of appropriate systems to Cloud provisioning.

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Objective 3: Evaluate current Payroll and Human Resource Information Systems (HRIS) to determine functionality requirements and potential return on investment of systems replacement. The establishment of an integrated (HRIS) enables managers, and employees' access to information and provides greater human resource and payroll system efficiencies.

Key Outcome Indicator:
Improved data collection, access and management capability

County-Wide Key Strategic Outcomes: A County that provides customers with quality programs and services.

Objective 4: Continue implementation of on-site shared clinic with the City of Waukesha and the School District of Waukesha in order to reduce healthcare costs. Revise and enhance the health advancement / wellness program in conjunction with the services available with the on-site medical clinic in order to provide employees with an integrated and comprehensive wellness program and service.

Key Outcome Indicator:
Evaluate clinic, health plan and wellness data to determine trends, and services to assist in the control and management of health care costs.

Maintain health insurance plan cost increases below the medical rate of inflation.

Increase Health and Wellness Center utilization by employees, spouses and dependents.

County-Wide Key Strategic Outcomes: A County that provides cost effective services delivered with competence and skill

Objective 5: Continue centralized Process Improvement Resources (PIRs) committee to track project success, support current projects and identify new Lean projects, as well as encourage the use of Lean techniques in the development of continuous improvement efforts that may not elevate to full projects.

Leverage the internal SharePoint Lean Management tool to develop a public facing website to share projects with the public.

Key Outcome Indicator:
Continue to support projects and monitor program success through dashboard reporting and implement reporting to the public (1st Quarter 2016)

County-Wide Key Strategic Outcomes: A County that provides cost effective services delivered with competence and skill

Objective 6: Working with Departments, DOA-Purchasing and Budget divisions, vendors, and other local government entities, explore opportunities for moving functions off of County servers onto Cloud Service environments where the transference of the function shows a definite Return on Investment and limits the risk for the County. Develop ROI methodology that identifies the best targets and specifications for implementation.

Key Outcome Indicator:
Achieve return on investment for applications selected for Cloud Service environments.

Performance Measure:
- Working with HHS to implement NetSmart's SaaS Solution for CWS. Plan is to have this in place prior to yearend 2015
- Working with Land Information Systems from PLU to move their ESRI environment off of internal servers to ESRI's Cloud environment.

County-Wide Key Strategic Outcomes: A County that provides cost effective services delivered with competence and skill

Objective 7: As part of ongoing strategic efforts to improve employee skills; evaluate staffing needs within administrative and financial support classification in the Business Services, Records Management and Accounting areas to better serve internal and external customer needs and provide continued paths for employee development (1st Quarter 2016)

Key Outcome Indicator:
Improved coverage and performance of essential support tasks.

Improved job satisfaction.

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**10.50**	**10.50**	**10.50**	**10.00**	**(0.50)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$650,704**	**$664,273**	**$664,273**	**$601,294**	**($62,979)**
Total Revenues	**$650,704**	**$664,273**	**$664,273**	**$601,294**	**($62,979)**
Personnel Costs	$625,636	$601,966	$568,505	$538,673	($63,293)
Operating Expenses	$21,630	$31,720	$29,610	$31,720	$0
Interdept. Charges	$31,712	$30,587	$29,495	$30,901	$314
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$678,978**	**$664,273**	**$627,610**	**$601,294**	**($62,979)**
Rev. Over (Under) Exp.	($28,274)	$0	$36,663	$0	$0

Program Highlights

County tax levy funding decreases nearly $63,000 due to decreased expenditures budgeted as described below.

Personnel costs decrease $63,300 mostly due to a decrease of $18,600 in health and dental insurance resulting from turnover and the unfunding of 0.5 FTE Administrative Assistant. The remainder of the position will be held vacant as part of a review of staffing need within the administrative and financial support in conjunction with the on-boarding of the requested financial analyst position within the business services program area (See Business Services Program). These reductions are partially offset by cost to continue existing staff.

Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration Budget, assists divisions and other County departments in their business operations, financial functions and financial analyses.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**5.50**	**5.60**	**5.60**	**6.60**	**1.00**
General Government	$555,967	$593,733	$593,733	$571,180	($22,553)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$663,503	$643,320	$643,320	$721,169	$77,849
Other Revenue	$117,418	$121,323	$121,323	$124,008	$2,685
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**($729,200)**	**($718,778)**	**($718,778)**	**($687,028)**	**$31,750**
Total Revenues	**$607,688**	**$639,598**	**$639,598**	**$729,329**	**$89,731**
Personnel Costs	$605,372	$622,205	$624,593	$711,337	$89,132
Operating Expenses	$6,891	$5,875	$5,837	$5,864	($11)
Interdept. Charges	$11,025	$11,518	$11,518	$12,128	$610
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$623,288**	**$639,598**	**$641,948**	**$729,329**	**$89,731**
Rev. Over (Under) Exp.	($15,600)	$0	($2,350)	$0	$0

Program Highlights

General Government revenues decrease $22,600 mostly due to a reduction in indirect charges from Child Support. Interdepartmental revenues increase $77,800 mostly due to increased interdepartmental indirect cost recovery revenue. Additional indirect cost recovery revenues received above budgeted amounts in this program are accounted for in the Non-Departmental General Fund budget. Other revenues increase $2,700 due to an increase from the Workforce Development Center to fund the Center coordinator position commensurate with expected salary and benefit changes.

County tax levy funding increases $31,800 due to increased expenditures budgeted as described below, partially offset by increased revenues budgeted as described above.

Personnel costs increase $89,100 mostly due to the creation of 1.00 FTE Financial Analyst position and cost to continue existing staff. The cost of the new position is partially offset by abolishing 1.00 FTE Administrative Specialist in the Payroll program (see Payroll), the unfunding of 0.5 FTE Administrative Assistant position in Administrative Services, and budgeted vacancy and turnover for the remainder of the position which is held vacant as support tasks are analyzed.

Payroll

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit County-wide payroll in accordance with established County policies and procedures and in compliance with State and Federal regulations, and file required payroll reports to various reporting agencies.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**3.60**	**3.00**	**3.00**	**2.00**	**(1.00)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$393,975**	**$367,613**	**$367,613**	**$317,694**	**($49,919)**
Total Revenues	**$393,975**	**$367,613**	**$367,613**	**$317,694**	**($49,919)**
Personnel Costs	$235,028	$238,405	$239,337	$189,649	($48,756)
Operating Expenses	$115,164	$119,273	$117,547	$117,555	($1,718)
Interdept. Charges	$9,536	$9,935	$9,935	$10,490	$555
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$359,728**	**$367,613**	**$366,819**	**$317,694**	**($49,919)**
Rev. Over (Under) Exp.	$34,247	$0	$794	$0	$0

Program Highlights

County tax levy funding decreases $49,900 due to decreased expenditures budgeted as described below.

Personnel costs decrease $48,800 mostly due to abolishing 1.00 FTE Administrative Specialist of $54,200, partially offset by cost to continue remaining staff and an increase of $1,100 due to higher health and dental insurance for changes in plan selection. Operating expenses decrease $1,700 mostly due to a slight decrease in contracted services for the payroll system.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Paychecks Processed	35,839	44,000	36,000	36,000	(8,000)
Payroll Exception Checks	35	50	50	50	0
W2s Processed	1,991	2,000	2,000	2,000	0

Accounting Services/Accounts Payable

Program Description

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, manage County investments, assist the Treasurer's Office in managing County cash flows and audit transactions so that requisitions and payments are accurate and purchased in accordance with the Adopted Budget.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**6.69**	**6.69**	**6.69**	**6.00**	**(0.69)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$58,995	$60,238	$60,238	$60,726	$488
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$657,429**	**$671,782**	**$671,782**	**$673,752**	**$1,970**
Total Revenues	**$716,424**	**$732,020**	**$732,020**	**$734,478**	**$2,458**
Personnel Costs	$557,087	$587,484	$571,201	$584,239	($3,245)
Operating Expenses	$131,476	$126,543	$127,110	$131,438	$4,895
Interdept. Charges	$17,675	$17,993	$17,993	$18,801	$808
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$706,238**	**$732,020**	**$716,304**	**$734,478**	**$2,458**
Rev. Over (Under) Exp.	$10,186	$0	$15,716	$0	$0

Program Highlights

County tax levy funding increases nearly $2,000 due to increased expenditures budgeted as described below.

Personnel costs decrease $3,200 mostly due to the elimination of 0.69 FTE or $18,200 temporary extra help, partially offset by cost to continue existing staff. Operating expenses increase $4,900 mostly due to increased maintenance for the financial system by $3,500 and increased cost for financial services by $2,300, partially offset by decrease in mileage, travel and tuition.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Budget Entries Audited	636	675	650	650	(25)
Journal Entries Audited	2,759	3,000	3,000	3,000	0
Invoices (Direct Buys) Audited	46,736	46,000	47,000	47,000	1,000
P-card Lines Entered/Audited	12,663	13,000	13,000	13,000	0

Tax Listing

Program Description

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the County that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$160,915	$158,202	$157,348	$159,265	$1,063
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$235,856**	**$229,271**	**$229,271**	**$239,932**	**$10,661**
Total Revenues	**$396,771**	**$387,473**	**$386,619**	**$399,197**	**$11,724**
Personnel Costs	$350,374	$358,824	$358,807	$370,105	$11,281
Operating Expenses	$30,429	$17,425	$16,825	$17,587	$162
Interdept. Charges	$14,265	$11,224	$10,974	$11,505	$281
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$395,068**	**$387,473**	**$386,606**	**$399,197**	**$11,724**
Rev. Over (Under) Exp.	$1,703	$0	$13	$0	$0

Program Highlights

County tax levy funding increases $10,700 due to increased expenditures budgeted as described below.

Personnel costs increase $11,300 due to cost to continue existing staff.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing (a)	98,283	98,400	108,860	97,000	(1,400)
Number of property listings updated (b)	297,472	560,000	340,000	317,000	(243,000)
Number of property transfers processed (c)	7,561	7,000	7,600	5,600	(1,400)
# Tax Billing Customers (c)	34	34	34	32	(2)
# Property Tax Bills	102,997	104,100	104,200	91,000	(13,100)
# Notice of Assessment Customers	0	0	1	0	0
# Notice of Assessments	0	0	3,400	0	0
# Online County Tax Payments (d)	3,930	4,400	4,200	4,200	(200)
$ Online County Tax Payments (d)	$12,793,567	$14,700,000	$13,800,000	$13,950,000	($750,000)
# Municipalities participating with County's online payment program	11	8	11	11	3

(a) In 2015 we added tax listing work for City of Muskego.

(b) Processing a project to bring City of Muskego in line with County protocols and standards for tax listing.

(c) Anticipating in 2016 we will not be handling the tax listings, nor tax billing for 1 – 3 municipalities that we currently process.

(d) Reflects payments to County for property tax. Total 2014 online portal transactions, including County, municipal partners and the Register of Deeds combined in 6,649 transactions totaling $16,149,511.

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, contract and grant reviews, and other issues having a fiscal impact.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**5.69**	**5.69**	**5.69**	**5.69**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$582,922**	**$583,591**	**$583,591**	**$601,931**	**$18,340**
Total Revenues	**$582,922**	**$583,591**	**$583,591**	**$601,931**	**$18,340**
Personnel Costs	$516,401	$539,241	$539,225	$556,914	$17,673
Operating Expenses	$6,540	$27,630	$19,750	$27,375	($255)
Interdept. Charges	$16,144	$16,720	$16,720	$17,642	$922
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$539,085**	**$583,591**	**$575,695**	**$601,931**	**$18,340**

Rev. Over (Under) Exp.	$43,837	$0	$7,896	$0	$0

Program Highlights

County tax levy funding increases by $18,300 due to increased expenditures budgeted as described below.

Personnel costs increase $17,700 mostly due to cost to continue existing staff and $6,800 for higher health insurance for changes in plan selection. Interdepartmental charges increase $900 mostly due to increased End User Technology Fund (EUTF) charges.

Human Resources

Program Description

The Employment Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. The Training program provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities. The Employee Benefits program provides the administration of the County's benefit plans. The Labor Relations program manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**7.00**	**7.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,610	$800	$750	$750	($50)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$18,900	$15,750	$15,500	$15,750	$0
Appr. Fund Balance	$28,000	$28,000	$28,000	$28,000	$0
County Tax Levy (Credit)	**$1,058,108**	**$1,071,727**	**$1,071,727**	**$1,048,692**	**($23,035)**
Total Revenues	**$1,106,618**	**$1,116,277**	**$1,115,977**	**$1,093,192**	**($23,085)**
Personnel Costs	$860,009	$841,953	$800,697	$819,286	($22,667)
Operating Expenses	$158,666	$220,669	$218,099	$217,859	($2,810)
Interdept. Charges	$49,598	$53,655	$53,655	$56,047	$2,392
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,068,273**	**$1,116,277**	**$1,072,451**	**$1,093,192**	**($23,085)**
Rev. Over (Under) Exp.	$38,345	$0	$43,526	$0	$0

(a) Represents funding for the Diversity program.

Program Highlights

County tax levy funding decreases $23,000 due to decreased expenditures budgeted as described below.

Personnel costs decrease $22,700 mostly due to turnover of the Employee Benefits Administrator and the Human Resources Analyst positions, partially offset by cost to continue existing staff. Operating expenses decrease $2,800 mostly due to decreased medical services by $2,000 and decreased printing by $1,000. Interdepartmental charges increase $2,400 mostly due to increased End User Technology Fund (EUTF) charges.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
# of Seasonal,Temporary Employees Hired	175	170	180	180	10
# of Regular Full-Time Employees Hired	109	100	110	110	10
Promotions/Demotions/Transfers	68	80	80	80	0
Peak # of Employees on Payroll	1,721	1,750	1,750	1,750	0
# of Employee/Family Medical Leaves	212	250	260	260	10

Purchasing

Program Description

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County Fixed Assets (excluding land and buildings).

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**3.25**	**3.25**	**3.25**	**3.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$415	$200	$253	$200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$66,351	$60,000	$80,000	$70,000	$10,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$342,636**	**$305,674**	**$305,674**	**$317,565**	**$11,891**
Total Revenues	**$409,402**	**$365,874**	**$385,927**	**$387,765**	**$21,891**
Personnel Costs	$325,950	$323,262	$342,405	$347,297	$24,035
Operating Expenses	$9,323	$19,050	$25,050	$15,950	($3,100)
Interdept. Charges	$22,732	$23,562	$23,425	$24,518	$956
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$358,005**	**$365,874**	**$390,880**	**$387,765**	**$21,891**
Rev. Over (Under) Exp.	$51,397	$0	($4,953)	$0	$0

Program Highlights

Other revenues increase $10,000 due to a higher percentage of procurement card rebates budgeted in 2016 and increased salvage revenues.

County tax levy funding increases by $11,900 mostly due to increased expenditures budgeted as described below, partially offset by increased revenues as described above.

Personnel costs increase $24,000 mostly due to increased health and dental insurance by $19,000 for change in plan selection and cost to continue existing staff. Operating expenses decrease $3,100 due to reductions in various office supplies, training and advertising. Interdepartmental charges increase nearly $1,000 mostly due to increased End User Technology Fund (EUTF) charges.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Requisitions Processed (a)	232	275	260	260	(15)
Purchase Orders / Blanket Contracts Issued (b)	507	520	592	535	15
Bids/Proposals Issued	114	125	135	135	10
Procard Transactions (c)	$7,193,710	$10,000,000	$9,198,071	$8,000,000	($2,000,000)

(a) Requisitions have decreased over time due to streamlined processes put into place with FMIS implementation..

(b) 2015 Purchase Orders higher than anticipated due to multi-PO issuance for multi-department contracts (i.e. trunked radio) and timing of some updates such as vehicle replacement fund acquisitions. Counts should stabilize closer to prior years actual in 2016.

(c) Procard transactions peaked in 2015 due to credit card acceptance by trunked radio vendor. Project payments for trunked radio began in 2014, peaked in 2015 and will phase out in 2016 as the project is completed. Thereafter, transactions volume should drop back down to pre-trunked radio level of $5,500,000 since the penetration of the program has been maximized based on current business opportunities and payment practices by departments.

Information Technology Solutions

(Non-Proprietary Operations)

Program Description

The Information Technology (IT) Solutions program supports large computer data applications used by county staff. This support can include either developing "custom" software or implementing Commercial Off The Shelf "COTS" or "package" software systems. The support also includes enhancing the systems, resolving problems with software use and supporting, developing and maintaining the County web environment. This program is in the Department of Administration General Fund since, unlike End User Technology Fund budget, it is not charged out to other departments.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**10.70**	**10.30**	**10.30**	**9.90**	**(0.40)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$20,059	$0	$0	$0	$0
County Tax Levy (Credit)	**$1,590,424**	**$1,575,701**	**$1,575,701**	**$1,582,122**	**$6,421**
Total Revenues	**$1,610,483**	**$1,575,701**	**$1,575,701**	**$1,582,122**	**$6,421**
Personnel Costs	$1,266,013	$1,212,494	$1,258,654	$1,203,486	($9,008)
Operating Expenses	$106,077	$113,280	$117,780	$116,138	$2,858
Interdept. Charges	$246,525	$249,927	$249,287	$262,498	$12,571
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,618,615**	**$1,575,701**	**$1,625,721**	**$1,582,122**	**$6,421**
Rev. Over (Under) Exp.	($8,132)	$0	($50,020)	$0	$0

Program Highlights

County tax levy funding increases by $6,400 due to increased expenditures budgeted as described below.

Personnel costs decrease $9,000 mostly due to a transfer of 0.15 FTE Information Technology Manager to the End User Technology Fund (EUTF) (to more properly reflect staff directed) and a transfer of 0.25 FTE Principal Information Technology Professional to the End User Technology Fund (EUTF), partially offset by cost to continue existing staff.

Operating expenses increase $2,900 mostly due to increased third party temp help by $6,300, partially offset by decreased contract services by $2,500 and decreased computer hardware & software by $1,000.

Interdepartmental charges increase $12,600 mostly due to increased End User Technology Fund (EUTF) charges.

Fund Purpose

The End User Technology Fund is an Internal Service Fund established to (1) finance the commonly used business, web-related and technical infrastructure used to support County technology users; (2) finance the replacement of office copiers; & (3) support the records management and mail services needs of County departments.

The technology infrastructure is managed on a total cost of ownership and support basis, and is designed to identify the services provided and resources required by the Information Technology Division to support automation in the user departments. This support includes replacement and maintenance of personal computers and printers, software licensing and support, help desk and training, maintenance of County network hardware and software, backup and recovery functions, business analysis, project management and other costs related to making technology available to users. The costs incurred are charged back to the users based primarily on an assessment of the level of staff support and hardware and software required in performing department functions and secondarily by the number of work stations in the department.

Financial Summary	2014 Actual (c)(d)	2015 Adopted Budget (c)(d)	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$122,746	$176,500	$176,500	$176,500	$0	0.0%
Interdepartmental	$6,395,419	$6,509,244	$6,456,594	$6,450,913	($58,331)	-0.9%
Other Revenue	$33,408	$19,080	$29,080	$19,080	$0	0.0%
Appr. Fund Balance (a)	$729,379	$599,619	$557,119	$846,750	$247,131	41.2%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$7,280,952**	**$7,304,443**	**$7,219,293**	**$7,493,243**	**$188,800**	**2.6%**
Expenditures						
Personnel Costs	$3,027,323	$3,283,045	$3,155,621	$3,352,107	$69,062	2.1%
Operating Expenses	$3,441,578	$3,856,381	$3,747,795	$3,950,628	$94,247	2.4%
Interdept. Charges	$125,419	$125,124	$124,262	$132,154	$7,030	5.6%
Fixed Assets (memo) (b)	$382,190	$501,152	$466,845	$483,750	($17,402)	-3.5%
Total Expenditures (b)	**$6,594,320**	**$7,264,550**	**$7,027,678**	**$7,434,889**	**$170,339**	**2.3%**
Rev. Over (Under) Exp. (b)	$686,632	$39,893	$191,615	$58,354	$18,461	46.3%
Position Summary (FTE) (c)(d)						
Regular Positions	29.10	29.50	29.50	29.90	0.40	
Extra Help	5.46	4.29	4.29	4.38	0.09	
Overtime	0.07	0.01	0.01	0.01	0.00	
Total FTEs	34.63	33.80	33.80	34.29	0.49	

(a) 2014 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $567,025. 2015 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $599,619. 2016 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $846,748.

(b) Total expenditures and net operating income exclude Fixed Assets to conform to financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues and General Fund Balance.

(c) For the 2016 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) - End User Technology Fund to the DOA - General Fund. History has been restated for comparability purposes.

(d) For the 2016 Budget, the Department of Administration (DOA) - Communications Fund is shifted into the DOA - End User Technology Fund and is now reflected as a program within the fund. History has been restated for comparability purposes.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective: Review and adjust the rate-setting process to better align with technology cost drivers in an effort to improve decision-making. (Information Technology)

Key Outcome Indicator: Alignment of the expenses associated with workstation support and technology infrastructure with the charges for those two categories. Compare the proportions of both the expenses and charges.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Percent ID Login Costs	57%	57%	57%	58%
Percent Server & Software Costs	38%	37%	37%	37%
Percent Connected Device Cost	5%	6%	6%	5%

End User Technology
(Proprietary Operation)

Program Description

This program provides for the financing of computer equipment repairs, maintenance, County-wide software upgrades and replacements, Internet and personal computer help desk support, information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are sections of Information Technology:

IT Business Services: The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/opportunities that are supported by developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, ownership and accountability and expertise to all customer departments.

This program also includes Records Management staff that conducts business analysis and collaboratively works with departments to improve information access and reduce operating costs though the implementation of Enterprise Content Management (ECM) solutions. Records Management staff also create, analyze and update retention schedules, obtain approval of schedules, audit schedules and maintain records within the County's ECM system and physical records center; managing retrieval, records destruction, and maintaining retention in accordance with the County's records retention ordinance.

IT Infrastructure: The IT Infrastructure program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. IT Infrastructure includes installation and maintenance of the enterprise network, which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.

End User Technology (cont.)

	2014 Actual	2015 Budget (d)	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**27.78**	**26.84**	**26.84**	**28.88**	**2.04**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (d)	$60,304	$96,500	$96,500	$96,500	$0
Interdepartmental (a)	$4,948,039	$5,056,607	$5,013,146	$5,063,324	$6,717
Other Revenue (d)	$29,117	$15,000	$25,000	$15,000	$0
Appr. Fund Balance (b)	$709,691	$557,119	$557,119	$785,522	$228,403
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$5,747,151**	**$5,725,226**	**$5,691,765**	**$5,960,346**	**$235,120**
Personnel Costs	$2,620,995	$2,830,266	$2,763,573	$2,977,349	$147,083
Operating Expenses	$2,583,037	$2,889,809	$2,781,586	$2,977,847	$88,038
Interdept. Charges	$3,926	$5,151	$4,674	$5,150	($1)
Fixed Assets (memo) (c)	$363,115	$375,000	$375,000	$387,000	$12,000
Total Expenditures (c)	**$5,207,958**	**$5,725,226**	**$5,549,833**	**$5,960,346**	**$235,120**
Rev. Over (Under) Exp. (c)	$539,193	$0	$141,932	$0	$0

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users, which may be funded by a combination of revenue sources including Tax Levy.
(b) All Appropriated Fund Balance is from End User Technology Fund.
(c) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues and Fund Balance.
(d) The 2015 Budget has been restated for comparability purposes to reflect a change to the budgeted location of a revenue source.

Program Highlights

In the 2015 budget, Charges for Services increased due to public safety equipment revenue of $25,000 and software maintenance recovery of $11,500. This continues in the 2016 budget.

Personnel Costs increase $147,100 mostly due to the transfer of 0.15 FTE Information Technology Manager position from the General Fund Information Technology Solutions program (to more properly reflect staff directed), the transfer of 0.30 FTE Information Technology Technician from the Communications program (to more properly reflect work performed), the transfer of 0.50 FTE Principal Information Technology Professional from Records Management (0.25 FTE) and from the General Fund Information Technology Solutions program (0.25 FTE) (to more properly reflect work performed) and cost to continue existing staff.

Operating expenses increase $88,000 mostly due to the replacement of 53 high end laptops in the Sheriff's Department squad cars at a cost of $265,000, partially offset by a decrease in depreciation by $123,200 reflecting the overall decline in equipment costs over time leading to a lower asset base being depreciated and lower consulting and contracted services.

Activity

The plan is scheduled to replace 379 PC's (including laptops), 80 flat panels and 50 peripherals (printers, scanners, etc.) in 2016. The plan currently supports 1,575 personal workstations and laptop computers.

Year	2009	2010	2011	2012	2013	2014	2015	2016	Units Purchased Incr./(Decr.)
PC	205	316	310	279	252	268	325	379	54
Flat panels	300	300	50	50	50	75	75	80	5
Peripherals	30	50	50	45	45	45	50	50	0

Microfilm and Imaging/Records Management

Program Description

Microfilm/Imaging is responsible for the microfilming and imaging of County records. Activities include: receipt, file preparation, microfilming/scanning, processing microfilm/optical disk duplication, inspection quality control, hardcopy records destruction, microfilm distribution, invoicing, retention and preservation of the processed microfilm/optical disks. Timely and effective customer service is provided to the general public and County agencies.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**4.19**	**4.30**	**4.30**	**3.05**	**(1.25)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$62,442	$80,000	$80,000	$80,000	$0
Interdepartmental	$200,447	$216,609	$193,515	$173,792	($42,817)
Other Revenue	$281	$0	$0	$0	$0
Appr. Fund Balance	$15,000	$42,500	$0	$19,700	($22,800)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$278,170**	**$339,109**	**$273,515**	**$273,492**	**($65,617)**
Personnel Costs	$175,481	$213,991	$153,543	$158,336	($55,655)
Operating Expenses	$30,256	$37,838	$24,870	$26,574	($11,264)
Interdept. Charges	$79,786	$87,280	$86,930	$88,582	$1,302
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$285,523**	**$339,109**	**$265,343**	**$273,492**	**($65,617)**
Rev. Over (Under) Exp.	($7,353)	$0	$8,172	$0	$0

Program Highlights

Interdepartmental revenues decrease $42,800 reflecting lower volume of centralized imaging services being performed as departments implement decentralized scanning and ECM (Enterprise Content Management) solutions. Fund balance decreases $22,800 as total expenditures are reduced.

Personnel costs decrease $55,700 mostly due to the transfer of 0.25 FTE Principle Information Technology Professional to EUTF, reduction of 1.00 FTE temporary extra help, partially offset by cost to continue existing staff.

Operating expenses decrease $11,300 mostly due to decreased office equipment maintenance reflecting less equipment, decreased depreciation reflecting all assets fully depreciated and decreased travel and tuition expenses.

Interdepartmental charges increase $1,300 mostly due to increased End User Technology Fund charges.

Mail Services / Copier Replacement

Program Description

Mail Services provides prompt sorting and delivery of all in-coming and outgoing U.S. Postal Service mail, and outgoing UPS packages to County agencies through public-private partnering. This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than $5,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than $5,000 are expensed in the year of purchase.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.30**	**0.30**	**0.30**	**0.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$494,323	$533,215	$511,215	$507,174	($26,041)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$4,688	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$499,011**	**$533,215**	**$511,215**	**$507,174**	**($26,041)**
Personnel Costs	$10,454	$20,273	$20,042	$20,574	$301
Operating Expenses	$434,317	$461,821	$438,434	$413,190	($48,631)
Interdept. Charges	$14,784	$11,228	$11,228	$15,056	$3,828
Fixed Assets (memo) (b)	$19,075	$126,152	$91,845	$96,750	($29,402)
Total Expenditures (b)	**$459,555**	**$493,322**	**$469,704**	**$448,820**	**($44,502)**
Rev. Over (Under) Exp. (b) (c)	$39,456	$39,893	$41,511	$58,354	$18,461

(a) Interdepartmental revenues are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
(b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues, Tax Levy and General Fund Balance.
(c) The goal is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

Program Highlights

Interdepartmental revenues decrease $26,000 mostly due to decreased mail reflecting a reduction in quantity of mail sent out.

Operating expenses decrease $48,600 mostly due to decreased postage costs by $23,000 and decreased contracted postal services by $7,000 reflecting lower usage; a decrease of $6,900 for depreciation of copiers; and a decrease of $11,800 for the purchase of a lower number of copiers in 2016 that are not classified as fixed assets (i.e. <$5,000). Fixed assets reflect the purchase of copier machines.

Activity – Copier Replacement

Copier Purchases	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total Number of Units in Plan	94	94	94	94	0
Units Purchased Annually	13	22	23	13	(9)

Activity – Records Management

Output Indicators	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Storage Boxes Received (a)	635	500	500	500	0
Storage Boxes Destroyed (a)	1,331	1,100	1,100	1,100	0
Boxes/Journals Offsite	12,062	11,158	11,462	10,862	(296)

(a) In the year referenced.

Activity – Microfilm/Imaging

Output Indicators	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Images Converted (Microfilmed & Digitized) (b)	513,472	560,000	450,750	450,750	(109,250)
CD's Produced (b)	1,138	1,150	1,150	1,150	0

(b) Directly related to the real estate market. Counts do not reflect imaging services for centralized accounts payable.

Activity – Mail Services

Output Indicators	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Incoming Mail (Bins)	1,226	1,300	1,100	1,000	(300)
Outgoing Mail (Pieces)	567,932	620,000	585,500	579,000	(41,000)
Outgoing UPS (Pieces)	192	200	200	200	0

Program Description

The Communications Division provides County-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services. For the 2016 Budget, the Department of Administration (DOA) - Communications Fund is shifted into the DOA - End User Technology Fund and is now reflected as a program within the fund.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**2.36**	**2.36**	**2.36**	**2.06**	**(0.30)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$752,610	$702,813	$738,718	$706,623	$3,810
Other Revenue	$4,010	$4,080	$4,080	$4,080	$0
Appr. Fund Balance (a)	$0	$0	$0	$41,528	$41,528
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$756,620**	**$706,893**	**$742,798**	**$752,231**	**$45,338**
Personnel Costs	$220,393	$218,515	$218,463	$195,848	($22,667)
Operating Expenses	$393,968	$466,913	$502,905	$533,017	$66,104
Interdept. Charges	$26,923	$21,465	$21,430	$23,366	$1,901
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$641,284**	**$706,893**	**$742,798**	**$752,231**	**$45,338**
Rev. Over (Under) Exp.	$115,336	$0	$0	$0	$0

(a) In 2016 there is an End User Technology Fund Balance appropriation of $41,526 for partial depreciation of the Voice Over Internet Protocol (VOIP) system.

Program Highlights

Personnel costs decrease $22,700 mostly due to the transfer of 0.30 FTE Information Technology Technician to the End User Technology program.

Operating expenses increase $66,100 mostly due to increased depreciation by $42,200 reflecting the first full year of depreciation on the VOIP system, increased contracted services by $11,700 and increased equipment repair & maintenance by $5,400.

Interdepartmental charges increase $1,900 mostly due to increased administrative overhead.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 1: Provide 7x24x365 phone services with very high stability and availability to support the County mission and all departments and employees.

Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

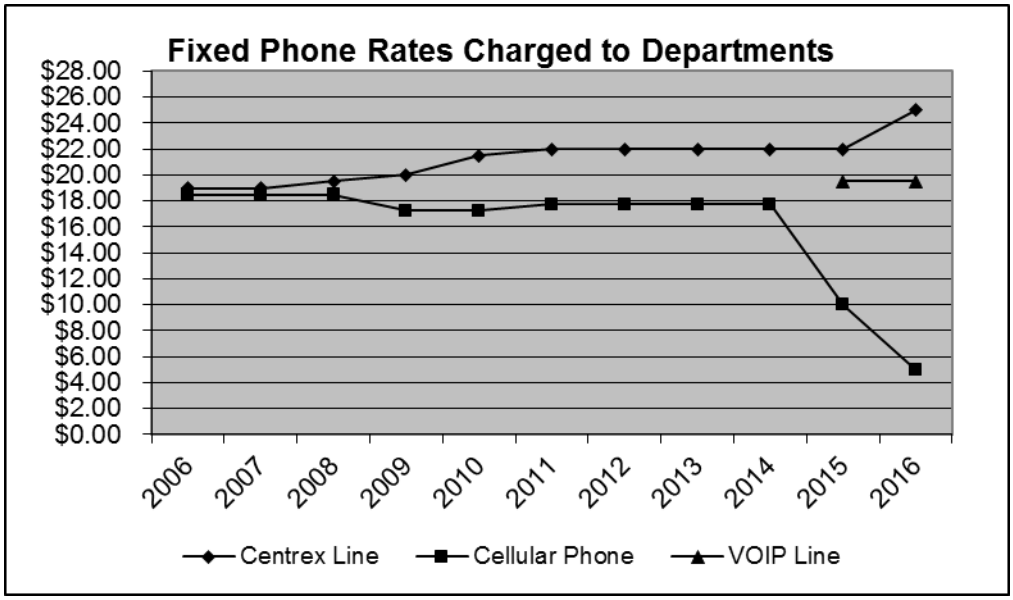
Performance Measure:	2014 Actual	2015 Budget	2015 Estimate	2016 Target
System Uptime	98%	95%	95%	95%

.

Objective 2: Engineer solutions, evaluate proposals and controls to ensure the most cost-effective services for voice and data communications.

Key Outcome Indicator: A County telecommunications system that remains supportable and meets County requirements and where costs increase only in proportion to Cost of Living, or in proportion to added infrastructure.

Performance Measure:



Objective 3: Provide responsive support and repair efforts to solve problems and address issues.

Key Outcome Indicator: A County voice communications system that is reliable and supportable, given current staffing and resources. Systems and staffing that provide for expeditious return to service for all problems and move/change requests.

Performance Measures:	2014 Actual	2015 Budget	2016 Estimate	2016 Target
Average time to clear issue: Standard Repair – 6 hours	99%	90%	90%	90%
Announced Move – 14 days	100%	95%	95%	95%

Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
# of VOIP Lines	1,512	1, 519	1,512	1,512	(7)
# of Centrex Telephone Lines	311	339	305	305	(34)
# of Non-Centrex Telephone Lines	119	118	118	118	0
# of Cellular Phones	270	270	271	271	1

The VOIP capital project implementation occurred in 2013 – 2014. Currently there are 311 Centrex and 119 non-Centrex traditional analog lines remain. These phone lines are in locations that either not served by the internet or relate to devices that require traditional analog signals to operate such fax machines, modems, panic alarms or monitoring systems. These analog devices, and lines that are in difficult to serve locations will continue to be reviewed for conversion to VoIP where possible.

Fund Purpose

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting and responding to incidents involving its human, financial, and property assets from the adverse impact of a loss. Major activities include: identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, and transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (a)	$1,940,611	$2,062,100	$2,109,400	$2,153,300	$91,200	4.4%
Other Revenue (b)	$583,755	$515,000	$515,000	$545,000	$30,000	5.8%
Appr. Fund Balance (c)	$179,885	$118,927	$118,927	$63,428	($55,499)	-46.7%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources (a) (b) (c)	**$2,704,251**	**$2,696,027**	**$2,743,327**	**$2,761,728**	**$65,701**	**2.4%**
Expenditures						
Personnel Costs	$317,285	$312,271	$312,271	$319,975	$7,704	2.5%
Operating Expenses	$2,259,899	$2,320,844	$2,320,844	$2,378,619	$57,775	2.5%
Interdept. Charges	$36,127	$62,912	$62,912	$63,134	$222	0.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,613,311**	**$2,696,027**	**$2,696,027**	**$2,761,728**	**$65,701**	**2.4%**
Rev. Over (Under) Exp.	$90,940	$0	$47,300	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.20	3.20	3.20	3.20	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.20	3.20	3.20	3.20	0.00	

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

(b) Other revenues include investment income, Wisconsin Municipal Mutual Insurance company dividends, and insurance/subrogation recoveries on claims which are increased to reflect anticipated increased returns on investments and historical revenues on claims.

(c) Appropriated Fund Balance consists of the following sources and uses:

	2014 Budget	2015 Budget	2016 Budget
Source			
General Fund Balance	$179,885	$118,927	$63,428
Use			
General/Auto/Other Liability	$90,625	$60,278	$61,505
Worker's Compensation	$89,260	$58,649	$1,923

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: A county that provides cost-effective services delivered with competence and skill

Objective 1: Target workers' compensation loss control efforts to reduce worker's compensation claims.

Key Outcome Indicator:
Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience Modification Factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the State of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor less than 1.00 is an indication of better than average performance. An experience modification greater than 1.00 is an indication of below average performance.

Performance Measure:	2014 Actual	2015 Target	2015 Actual	2016 Target
Workers' Compensation Experience Modification Factor	.98	Below 1.00	.91	Below 1.00

NOTE: Prior to 2013 the experience modification factor was above 1.00 (2010=1.14, 2011=1.08, 2012=1.05). Various initiatives were taken to achieve the target in 2013. Such efforts will continue to maintain target.

General/Auto Liability & Other Insurance

Program Description

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities in 1988 to provide general and police professional liability, errors and omissions and vehicle liability excess coverage and currently insures 15 member counties, 3 cities and a special district.

	2014 Actual	**2015 Budget**	**2015 Estimate**	**2016 Budget**	**Budget Change**
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.95**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$844,893	$878,700	$878,700	$922,600	$43,900
Other Revenue (b)	$511,694	$465,000	$465,000	$485,000	$20,000
Appr. Fund Balance	$90,625	$60,278	$60,278	$61,505	$1,227
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a) (b)	**$1,447,212**	**$1,403,978**	**$1,403,978**	**$1,469,105**	**$65,127**
Personnel Costs	$190,520	$188,882	$188,882	$193,637	$4,755
Operating Expenses	$1,154,829	$1,153,224	$1,153,224	$1,213,374	$60,150
Interdept. Charges	$35,177	$61,872	$61,872	$62,094	$222
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,380,526**	**$1,403,978**	**$1,403,978**	**$1,469,105**	**$65,127**
Rev. Over (Under) Exp.	$66,686	$0	$0	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

(b) Includes revenues from recoveries, investment income, Wisconsin Municipal Insurance Company (WMMIC), and insurance reimbursements.

General/Auto Liability & Other Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increase 5% or $43,900 to better reflect historical claims payout patterns. The department charges are held at this increase with the assistance of $61,500 of General Fund Balance. The goal is to continue to reduce reliance on General Fund Balance until it is eliminated as department charges are modified to better reflect program costs.

Personal costs increase $4,800 based on cost to continue existing staff. Operating expenses increase 5 $60,200 primarily due to projected increase in property insurance costs. The Governor's state budget included the elimination of the state run Local Government Property Insurance Fund (LGPIF) which the County purchased insurance from for years at prices below alternative markets. While the Senate reinstated LGPIF, many of its insureds have already sought coverage elsewhere as insurance continued to be purchased through LGPIF is expected to increase up to 85%. Our liability insurance carrier (WMMIC) is partnering with two other entities to provide property insurance to its members at much more reasonable rates and will be competitively priced with alternative markets. Rather than almost double property insurance costs if we continued to insured with LGPIF, a 17% increase is being budgeted for ($37,000) which equates to a 30% increase ($60,000) on a budget to budget basis.

Worker's Compensation

Program Description

Worker's Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$1,095,718	$1,183,400	$1,230,700	$1,230,700	$47,300
Other Revenue	$72,061	$50,000	$50,000	$60,000	$10,000
Appr. Fund Balance	$89,260	$58,649	$58,649	$1,923	($56,726)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$1,257,039**	**$1,292,049**	**$1,339,349**	**$1,292,623**	**$574**
Personnel Costs	$126,765	$123,389	$123,389	$126,338	$2,949
Operating Expenses	$1,105,070	$1,167,620	$1,167,620	$1,165,245	($2,375)
Interdept. Charges	$950	$1,040	$1,040	$1,040	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,232,785**	**$1,292,049**	**$1,292,049**	**$1,292,623**	**$574**
Rev. Over (Under) Exp.	$24,254	$0	$47,300	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increase 4% or $47,300 to better reflect historical claims payout patterns. The department charges were held at this increase with the assistance of $1,900 in General Fund Balance. The goal has been to eliminate reliance on General Fund Balance as department charges are modified to better reflect program costs.

Personnel costs increase $2,900 for cost to continue existing staff. Operating expenses decrease $2,400 due to a reduction in consulting costs, based on historical use.

Activity – Risk Management Fund Overall

Output Indicators:	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimate
Safety Inspections/Surveys	33	38	41	48	45
Safety Meetings	37	38	45	47	46
Training In-services	26	28	30	27	29
Beat Articles/Flyers	5	14	6	3	4
Contracts & Ins Certificates Reviewed	595	622	575	597	590
Efficiency Indicators:					
Total Purchased Insurance Premium	$628,664	$626,228	$666,251	$664,308	$700,264
Cost of Insurance Per $1,000 of County Expenditures*	$2.80	$2.72	$2.88	$2.61	$2.84
Total Risk Management Budgeted Expenditures	$2,543,177	$2,637,471	$3,085,454	$2,613,310	$2,696,027
Cost of Risk Per $1,000 of County Expenditures*	$11.33	$11.47	$13.35	$10.28	$10.93
County Expenditures excluding Capital Projects and Debt Service*	$224,500,969	$229,963,752	$231,118,931	$254,176,679	$246,618,415

Activity – General/Auto Liability & Other Insurance Program

Output Indicators:	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimate
# of Property/Auto Physical Claims	55	39	58	52	51
Paid & Reserve Net of Subrogation	$123,737	$283,736	$244,540	$302,141	N/A
Average Cost Per Claim	$2,250	$7,275	$4,216	$5,810	N/A
Subrogation Collections	$57,254	$44,001	$20,015	$5,864	N/A
# of General/Auto Liability Claims	57	41	35	41	43
Paid & Reserve	$272,565	$70,977	$130,017	$86,872	N/A
Average Cost Per Claim	$4,789	$1,731	$3,715	$2,119	N/A

Notes:

- Accident year claims data valued as of 04/01/15.
- NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimate
# of Worker's Compensation Claims	110	89	99	93	100
Paid & Reserve Net of Subrogation	$940,586	$1,259,316	$735,285	$526,626	N/A
Average Cost Per Claim	$8,551	$14,150	$7,427	$5,663	N/A

Notes:

- Accident year claims data valued as of 04/01/15
- Dollars include legal expenses and statutory workers' compensation portion of disability pay.
- NA=estimates not available due to need for actuarial analysis.

Fund Purpose

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$198,252	$192,000	$200,700	$200,700	$8,700	4.5%
Interdepartmental	$510,753	$475,000	$462,691	$462,700	($12,300)	-2.6%
Other Revenue	$149,092	$124,300	$151,975	$150,758	$26,458	21.3%
Appr. Fund Balance (a)	$200,000	$184,471	$39,831	$86,154	($98,317)	-53.3%
County Tax Levy (Credit) (b)(c)	**($90,000)**	**($60,000)**	**($60,000)**	**($30,000)**	**$30,000**	**N/A**
Total Revenue Sources	**$968,097**	**$915,771**	**$795,197**	**$870,312**	**($45,459)**	**-5.0%**
Expenditures						
Personnel Costs	$509,491	$626,961	$512,578	$527,295	($99,666)	-15.9%
Operating Expenses (a)	$121,783	$129,789	$134,298	$150,685	$20,896	16.1%
Interdept. Charges	$192,507	$219,021	$208,321	$222,332	$3,311	1.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$823,781**	**$975,771**	**$855,197**	**$900,312**	**($75,459)**	**-7.7%**
Rev. Over (Under) Exp. (b)(c)	$144,316	($60,000)	($60,000)	($30,000)	$30,000	N/A
Position Summary (FTE)						
Regular Positions	5.75	5.65	5.65	5.65	0.00	
Extra Help	3.35	3.35	3.35	1.10	(2.25)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	9.10	9.00	9.00	6.75	(2.25)	

(a) The Collections Fund Balance appropriation in 2014 of $13,000 is for depreciation expense and $187,000 to maintain Collections internal cost to departments for total of $200,000. A Collections Fund Balance appropriation in 2015 of $19,684 is for depreciation expense, $30,000 one-time appropriation for collection computer system conversion and $134,787 to maintain Collections internal cost to departments for a total of $184,471. A Collections Fund Balance appropriation in 2016 of $11,095 is for depreciation expense and $75,059 to maintain Collections internal cost to departments for a total of $86,154.

(b) The 2014 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.

(c) A Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. From 2000 to 2016, the overall amount of this general tax levy reduction totals $1,360,000. The (negative) levy provided will be reduced in future years beginning in 2014 reflecting full payment to the General Fund.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

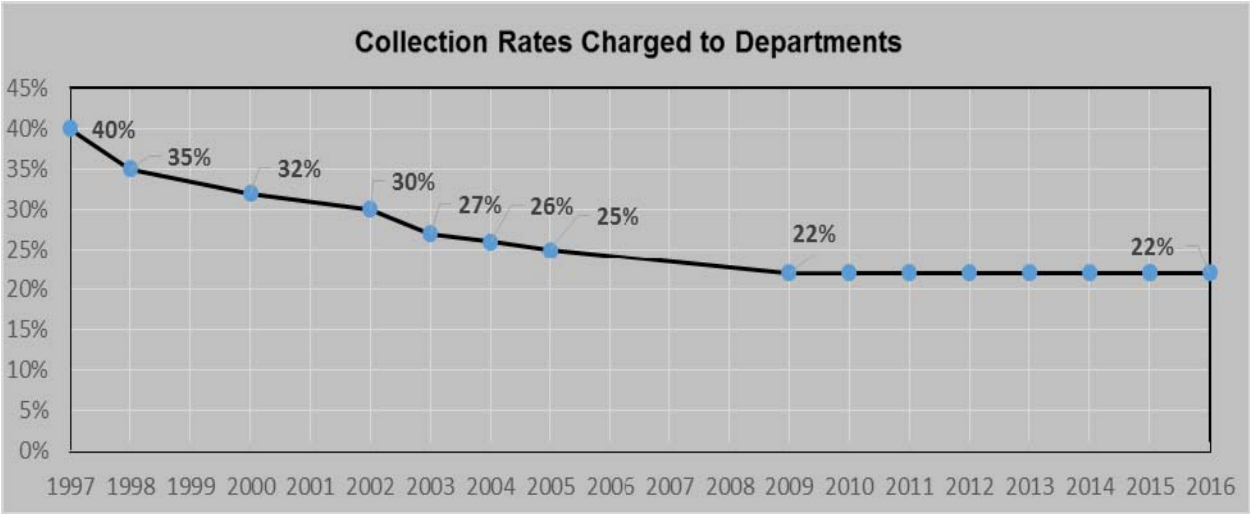
Objective 1: Work cooperatively with county and external clients, Department of Administration-Information Technology (DOA-IT) and applicable software vendors to explore software and business process changes to improve efficiencies. In 2015 the Collections Division is evaluating the collector system as to the most efficient provision of technical services either through contract, cloud hosted solution and/or platform change. The desired result is the maintenance of existing automation processes but at a lower cost and decreased administrative complexity.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Ratio – All Collected Funds*	4.15	3.03	3.46	3.20

Maintain a recovery % greater than collection agency industry average specific to governmental accounts. The 2015 target ratio of 3.03 reflects the onetime expense of $30,000 to evaluate and implement collection computer system replacement.

Waukesha County Recovery %**	32.3%	31.0%	31.0%	31.0%
Collection Agencies Rec. %***	11.27%	11.27%	11.27%	11.27

*Calculated as total dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.
**The overall recovery percent is being impacted by increasing referrals from Health & Human Services. These accounts are increasingly more difficult to collect given the nature of the debt, the financial status of the parties being collected from and the State's ability to pay provisions.
***Source: American Collectors' Association (Top Annual Collection Markets Survey).



Program Highlights

Charges for service revenue increase $8,700 reflecting increased municipal collections. Interdepartmental revenues decrease $12,300 recognizing an anticipated reduction in Health and Human referrals, in part, due to the implementation of referral automation 2012 resulting in the elimination of a referral backlogs. Other revenues increase $26,500 mainly reflecting increased interest on judgements. A Collections Fund Balance appropriation of $86,200 is for general depreciation expenses and to maintain a low collection fee for internal customers.

The allocation of staffing to reflect current service provision account for the majority of budget changes. Personnel costs decrease $99,700 reflecting a reduction 2.25 FTE in temporary extra help. Operating expenses increase $20,900 mainly due to $62,000 in additional 3rd party temporary assistance offset by the elimination of the one-time 2015 investment of $30,000 to analyze collection system software.

Activity

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	$1,828,158	$1,548,200	$1,553,100	$1,560,375	$12,175
$ Coll. & Shared with State	$756,100	$737,000	$699,000	$699,000	($38,000)
$ Coll. for Municipal Customers	$831,065	$667,800	$710,000	$720,000	$52,200
Total $ Collected	**$3,415,323**	**$2,953,000**	**$2,962,100**	**$2,979,375**	**$26,375**
Total $ Retained by County	$2,421,589	$2,104,434	$2,121,650	$2,131,725	$27,291
Accts Referred to Collection Div.	22,818	25,500	25,000	25,000	(500)
$ Referred to Collection Division *	$11,503,048	$10,000,000	10,000,000	10,000,000	$0
# of External Intergovernmental Customers	51	48	51	51	3

*92.74% of the 2014 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties the Division is attempting to collect from, and the State's provision for clients' ability to pay, recovery in these areas is anticipated at less than 15% of the amount referred.

THIS PAGE LEFT BLANK

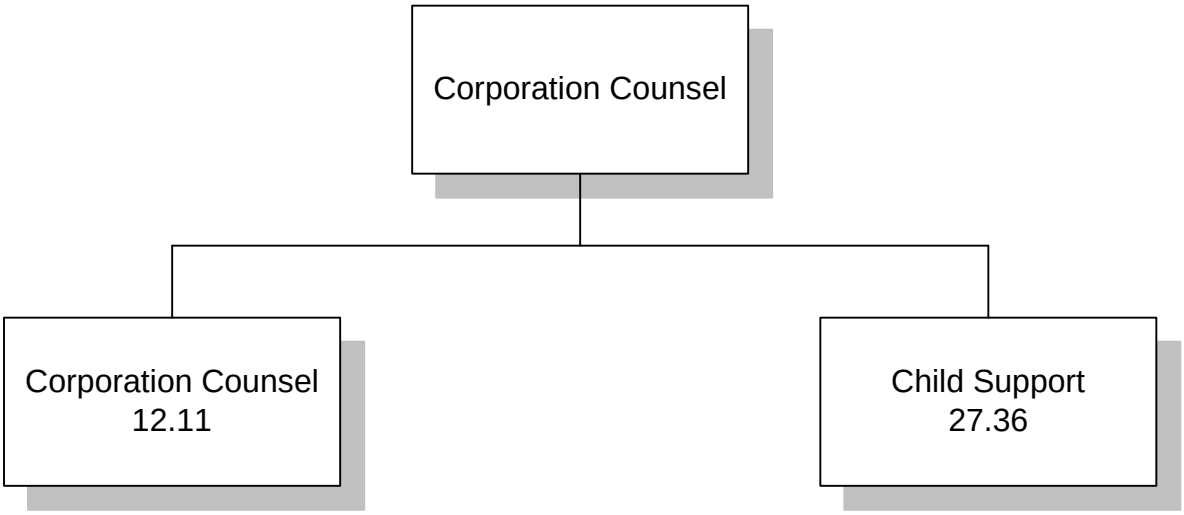
Return to Table of Contents

Corporation Counsel

Return to Table of Contents

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



39.47 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Corporation Counsel

Statement of Purpose

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all County Departments, Boards and Commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of County employees whose function is to provide various governmental services to the public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Corporation Counsel						
Revenues	$481,835	$472,643	$472,443	$484,680	$12,037	2.5%
County Tax Levy	$991,785	$1,000,785	$1,000,785	$996,064	($4,721)	-0.5%
Expenditures	$1,351,316	$1,473,428	$1,433,326	$1,480,744	$7,316	0.5%
Rev. Over (Under) Exp.	$122,304	$0	$39,902	$0	$0	N/A
Child Support						
Revenues (a)	$2,021,511	$2,118,322	$2,075,936	$2,131,542	$13,220	0.6%
County Tax Levy	$355,462	$335,462	$335,462	$342,183	$6,721	2.0%
Expenditures	$2,248,451	$2,453,784	$2,398,724	$2,473,725	$19,941	0.8%
Rev. Over (Under) Exp.	$128,522	$0	$12,674	$0	$0	N/A
Total All Funds						
Revenues	$2,503,346	$2,590,965	$2,548,379	$2,616,222	$25,257	1.0%
County Tax Levy	$1,347,247	$1,336,247	$1,336,247	$1,338,247	$2,000	0.1%
Expenditures	$3,599,767	$3,927,212	$3,832,050	$3,954,469	$27,257	0.7%
Rev. Over (Under) Exp.	$250,826	$0	$52,576	$0	$0	N/A

Position Summary (FTE)

Regular Positions	38.00	38.00	38.00	38.00	0.00
Extra Help	2.49	1.81	1.81	1.39	(0.42)
Overtime	0.11	0.10	0.10	0.08	(0.02)
Total	**40.60**	**39.91**	**39.91**	**39.47**	**(0.44)**

(a) Child Support revenues include State General Purposes Revenue (GPR) of $239,374 in 2014 actual, $236,000 in 2015 budget and $236,000 in 2016 budget, which is match-able pursuant to the State and County Contract.

Corporation Counsel

Fund Purpose

The General Fund operation of the Corporation Counsel is to provide legal advice, counsel and support to all county departments and elected officials.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$56	$300	$100	$300	$0	0.0%
Interdepartmental	$481,779	$472,343	$472,343	$481,380	$9,037	1.9%
Other Revenue	$0	$0	$0	$3,000	$3,000	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit)	**$991,785**	**$1,000,785**	**$1,000,785**	**$996,064**	**($4,721)**	**-0.5%**
Total Revenue Sources	**$1,473,620**	**$1,473,428**	**$1,473,228**	**$1,480,744**	**$7,316**	**0.5%**
Expenditures						
Personnel Costs	$1,159,461	$1,222,220	$1,212,675	$1,243,827	$21,607	1.8%
Operating Expenses	$119,521	$175,547	$144,990	$155,408	($20,139)	-11.5%
Interdept. Charges	$72,334	$75,661	$75,661	$81,509	$5,848	7.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,351,316**	**$1,473,428**	**$1,433,326**	**$1,480,744**	**$7,316**	**0.5%**
Rev. Over (Under) Exp.	$122,304	$0	$39,902	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	11.40	11.40	11.40	11.35	(0.05)	
Extra Help	0.93	0.84	0.84	0.74	(0.10)	
Overtime	0.04	0.04	0.04	0.02	(0.02)	
Total FTEs	12.37	12.28	12.28	12.11	(0.17)	

Program Highlights

Total revenue sources in the Corporation Counsel Office increases $7,300 or 0.5% to $1,480,700 in the 2016 budget. The interdepartmental revenue for legal services that is being provided to the Health and Human Services department increases $9,000, and the other revenue category increases $3,000 for administrative reimbursement from the Children First program. County tax levy decreases $4,700 or -0.5% to $996,100 in 2016.

Personnel costs increases about $21,600 or 1.8% to $1,243,800 in 2016, mainly due to the cost of continuing 12.11 FTE's, a $14,000 increase in health insurance cost which includes vision related to changes in employee selections. Also, 0.05 FTE of the Corporation Counsel position is transferred from the Corporation Counsel - General program to the Corporation Counsel Child Support program area. Allocations for temporary extra help and overtime decreases by 0.10 FTE or $2,500 and 0.02 FTE or $1,000, respectively.

Total operating expenditures appropriation decreases about $20,100 or -11.5% to $155,400 in 2016. Per historical spending and projected spending levels, the department reduces $14,500 of outside legal costs and $5,700 in other operating expenditures.

Total interdepartmental charges appropriation increases about $5,800 or 7.7% to $81,500 in 2016, mainly due to an increase in End User Technology Fund.

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 1: To provide quality and timely review of contracts, ordinances and resolutions for Waukesha County departments. To represent the County successfully in civil litigation prosecution and defense. To issue validated opinions concerning interpretation of the rights, duties and powers of the municipal corporation, its departments and officials.

Key Outcome Indicator: Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2014 Actual	2015 Target	2015 Estimate	2016 Target
Percent of review and return contract within 72 hours (Dept. standard is 4 business days)	98%	>90%	>95%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation	99%	>98%	>98%	>98%

Activity - Workload Data	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Total Number of Cases Filed						
Claims Received	40	48	47	47	47	0
Lawsuits Monitored	10	10	13	13	13	0
Contracts Reviewed	256	294	260	280	280	20
Opinions Issued	290	278	300	300	300	0
Resolutions/Ordinances Reviewed	116	149	125	130	130	0

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 2: To provide support for children, to establish care for the mentally ill and elderly infirm, and to provide stability for families in need through the Court system. To provide high-quality, effective legal representation of Waukesha County residents in matters such as adult and juvenile guardianships/protective placements, involuntary commitment proceedings for adults and minors, juvenile court actions for children in need of protective services, and termination of parental rights/adoptions (in conjunction with services offered by the Department of Health and Human Services).

Key Outcome Indicator: Number of cases filed for the case types outlined in the strategic objective.

Activity - Workload Data	2013 Actual	2014 Actual	2015 Budget	2015 Estimate (a)	2016 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,418	1,300	1,450	1,450	1,450	0
Guardianships/Protective Placements:						
- Adults	447	509	450	490	500	50
- Juveniles	41	35	40	40	40	0
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	401	469	410	420	420	10
- Termination of Parental Rights (TPR)	8	18	15	15	15	0

(a) Estimate takes into consideration of the recent trends (increases/decreases) in the number of filed cases over the past three years.

THIS PAGE LEFT BLANK

Return to Table of Contents

Non-Departmental

Return to Table of Contents

TABLE OF CONTENTS
NON-DEPARTMENTAL

Non-Departmental Functional Area Summary 441

Non-Departmental

Fund: Non-Departmental General 447

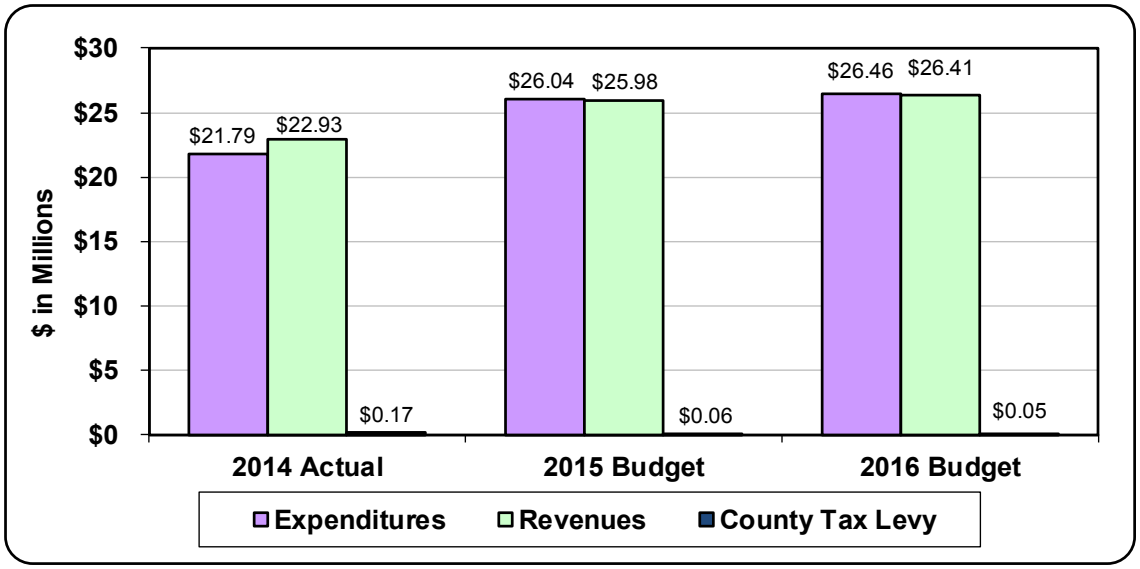
Fund: Health and Dental Insurance..... 450

Fund: Contingency 457

NON-DEPARTMENTAL

Functional Area Budget Highlights

The Non-Departmental Functional area includes three budgets not directly associated with, or controlled by, a specific County department. The **Non-Departmental General Fund** provides for a wide variety of purposes, which includes significant items such as: membership in the Southeastern Wisconsin Regional Planning Commission; consulting services that benefit the entire County; payment of special assessments on County properties; and receipt of State Shared Revenues. The **Health and Dental Insurance Fund** is an Internal Service Fund, established to provide for and effectively manage the self-funded health benefits for County employees, elected officials, retirees and dependents. This Fund also includes an Employee Wellness (Health Advancement) program, designed to improve employee productivity, morale and healthcare cost savings, through health education and health focused activities. Beginning in 2014, this Fund budgets for the Waukesha Employee Health and Wellness Center for employees and retirees enrolled in County Health Insurance plans, with the goal of reducing prescription drug and medical costs. The center will be operated through an intergovernmental agreement with the School District of Waukesha and the City of Waukesha, who are also participating. The **Contingency Fund** provides funds to respond to emergency situations and issues that could not be anticipated during the budget process.



- The Tax Levy necessary to fund this functional area totals $46,200, a decrease of $15,000 from the 2015 Budget.
- **Non-Departmental General Fund:** In 2015, with the closure of the Waukesha County Economic Development Corporation, the County convened a workgroup of businesses, business organizations and local municipalities to develop a multi-year business growth strategy for Waukesha County. The County will seek proposals from organizations to serve as the economic development organization for Waukesha County and implement the objectives in the business growth strategy. Waukesha County funds will be leveraged with funds from the City of Waukesha and the Wisconsin Small Business Development Center. The County's budgeted support for an economic development organization increases by $55,000, from $95,000 to $150,000.
- **The Non-Departmental General Fund** also budgets $50,000 to fund an initial study of different levels of collaboration between independent municipal fire departments. This first study will include municipalities in Lake Country and surrounding municipalities participating and contributing in part to the County's appropriation.
- **Non-Departmental General Fund** revenues include the first time budgeting revenues for municipal reimbursements for the Countywide election upgrade (at 1/3 of equipment costs) at $190,000 in 2016.
- **The Waukesha Employee Health and Wellness Center (Health and Dental Insurance Fund)** budget decreases by $22,000 to $858,600. The budget includes include contracted staffing, estimated at $496,400; contractor management and consulting fees, estimated at $200,800; laboratory fees, estimated at $60,800; facility-related expenses, estimated at $55,500; $8,000 for furniture and equipment; and supply and other operational costs, estimated at $37,100.
- **Waukesha Employee Health and Wellness Center** – Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately $7.7 million over a 5 year period: With savings of $3.1 million estimated for the County, $3.4 million for the school district and $1.2 million for the City.
- **Contingency Fund** expenditure appropriations remain at the 2015 budgeted level of $1.2 million and are funded with appropriated General Fund Balance.

Return to Table of Contents

NON-DEPARTMENTAL

Functional Area Summary by Agency

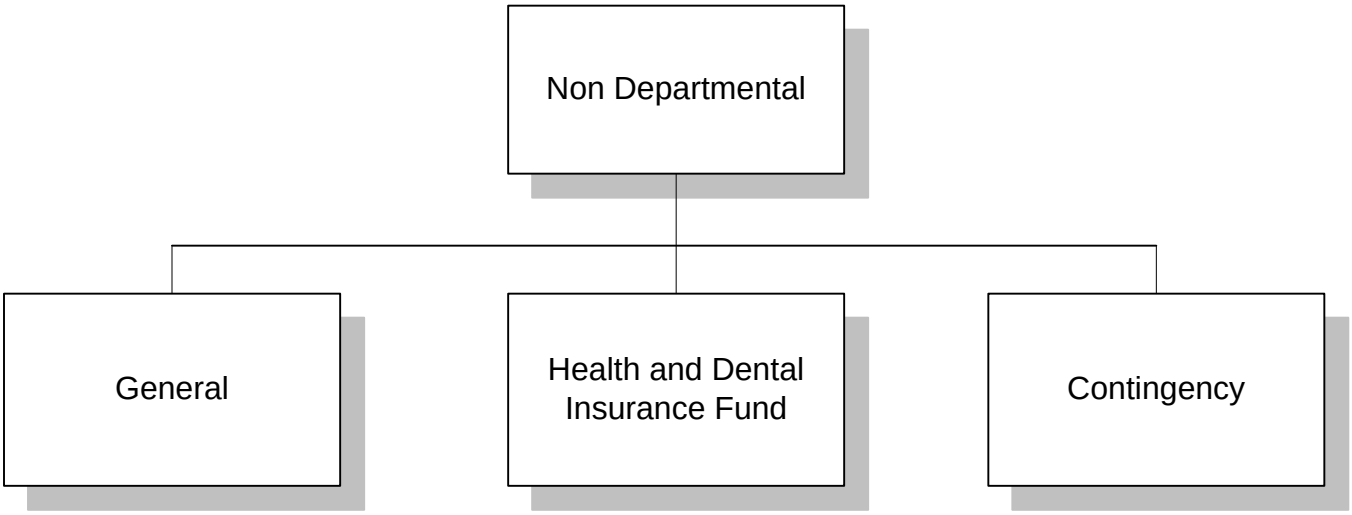
	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change from 2015 Adopted Budget $	%
TOTAL NON-DEPARTMENTAL						
Revenues (a)	$22,925,623	$25,977,800	$23,675,241	$26,408,900	$431,100	1.7%
County Tax Levy	$171,200	$61,200	$61,200	$46,200	($15,000)	-24.5%
Expenditure (b)	$21,791,554	$26,039,000	$23,563,152	$26,455,100	$416,100	1.6%
Rev. Over (Under) Exp.	$575,437	$0	$173,289	$0	$0	N/A
Oper Income/(Loss)	$729,832	$0	$0	$0	$0	N/A
BREAKDOWN BY AGENCY						
GENERAL NON-DEPARTMENTAL						
Revenues	$1,975,349	$1,798,300	$1,829,541	$1,860,400	$62,100	3.5%
County Tax Levy	$171,200	$61,200	$61,200	$46,200	($15,000)	-24.5%
Expenditure	$1,571,112	$1,859,500	$1,717,452	$1,906,600	$47,100	2.5%
Rev. Over (Under) Exp.	$575,437	$0	$173,289	$0	$0	N/A
HEALTH AND DENTAL INSURANCE						
Revenues	$20,862,274	$22,979,500	$21,665,700	$23,348,500	$369,000	1.6%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditure	$20,132,442	$22,979,500	$21,665,700	$23,348,500	$369,000	1.6%
Oper Income/(Loss)	$729,832	$0	$0	$0	$0	N/A
CONTINGENCY						
Revenues (a)	$88,000	$1,200,000	$180,000	$1,200,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditure	$88,000	$1,200,000	$180,000	$1,200,000	$0	0.0%
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A

Non-Departmental

Return to Table of Contents

NON DEPARTMENTAL

FUNCTION / PROGRAM CHART



There are no positions associated with the Non-Departmental accounts.

Non-Departmental

Statement of Purpose

This agency is established to account for those revenue and expenditure transactions that are not directly associated with or controlled by a specific departmental operating budget. This Budget also serves as a vehicle for one-time or short-term (five years or less) program appropriations.

Activities

This Budget is the custodial responsibility of the Department of Administration. Items included are State Shared Revenue, non-benefit insurance premiums for certain departments, unemployment compensation, general feasibility and operational studies, funding of the retirement and sick leave payout reserve, economic development and tourism organization funding, certain special local property assessments of County owned land, funding for the County's membership in the Southeast Wisconsin Regional Planning Commission (SEWRPC), and funding for loss control and safety requirements which cannot be anticipated for County facilities and programs.

Financial Summary	2014 Actual	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government (a)	$1,255,753	$873,000	$873,000	$865,000	($8,000)	-0.9%
Fine/Licenses (b)	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (c)	$109,869	$145,000	$136,000	$111,300	($33,700)	-23.2%
Other Revenue (b)	$515,383	$480,000	$511,000	$500,000	$20,000	4.2%
Appr. Fund Balance (d)	$742,378	$300,300	$309,541	$384,100	$83,800	27.9%
County Tax Levy (Credit)	**$171,200**	**$61,200**	**$61,200**	**$46,200**	**($15,000)**	**-24.5%**
Total Revenue Sources	**$2,794,583**	**$1,859,500**	**$1,890,741**	**$1,906,600**	**$47,100**	**2.5%**
Expenditures						
Personnel Costs (d)	$280,754	$475,000	$412,000	$380,000	($95,000)	-20.0%
Operating Expenses (d)	$1,199,574	$1,284,500	$1,205,500	$1,395,500	$111,000	8.6%
Interdept. Charges	$90,784	$100,000	$99,952	$131,100	$31,100	31.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,571,112**	**$1,859,500**	**$1,717,452**	**$1,906,600**	**$47,100**	**2.5%**
Rev. Over (Under) Exp.	$1,223,471	$0	$173,289	$0	$0	N/A

Position Summary (FTE) **No positions are budgeted in this fund.**

(a) General Government revenues include State Shared Revenue Payments of $735,000 for the 2016 Budget and $745,000 for the 2015 Budget. General Government revenues also include estimated countywide indirect cost reimbursements (in excess of the amounts budgeted in the Department of Administration) received from the State funding sources for the Aging and Disability Resource Center Contract.

(b) 2014 Actual Fines and Licenses revenues exclude jail assessment fees of about $593,300, which are accounted for in the Non-Departmental Budget, but budgeted in subsequent years to help fund jail equipment replacement and related capital projects and debt service for jail related projects. Actual Other Revenues in 2014 exclude unclaimed funds revenue of about $54,800, and is budgeted in later years as General Fund Balance due to its unpredictability.

(c) Interdepartmental Revenues include indirect cost recovery, mostly from County proprietary and special revenue funds, in excess of the amounts budgeted in the Department of Administration.

(d) Appropriated General Fund Balance for the 2016 Budget includes $140,000 for retirement payouts from reserves for this purpose; $40,000 toward one-time employee severance/retention payments; $40,000 to partially fund a study of local fire departments; $51,600 from prior-year unclaimed funds revenues; $12,500 for the contribution to the Milwaukee 7 Regional Economic Development Campaign (or the alternative option, if pursued); and $100,000 from prior-year Tax Increment District (TID) revenues returned to the county to provide loans under the Waukesha County Small Business Leverage Loan Program. For a description of 2015 Budget and 2015 Estimated General Fund Balance use, see footnote (a) for the Non-Departmental Program/Activity Financial Summary on the Program/Financial Activity page in this document.

2016 Specific Activities and Purpose:

SEWRPC Allocation: Continue to provide funding for the County's share of the Southeastern Wisconsin Regional Planning Commission (SEWRPC) which provides regional planning, including: land use, transportation, water quality, flood-land management, and planned research for the seven counties in southeastern Wisconsin.

Waukesha County Economic Development & Tourism Initiatives: In 2015, with the closure of the Waukesha County Economic Development Corporation, the County convened a workgroup of businesses, business organizations and local municipalities to develop a multi-year business growth strategy for Waukesha County. The County will seek proposals from organizations to serve as the economic development organization for Waukesha County and implement the objectives in the business growth strategy. Waukesha County funds will be leveraged with funds from the City of Waukesha and the Wisconsin Small Business Development Center. The County will continue support to Waukesha Area Convention and Visitors Bureau activity related to tourism and promotion

Wisconsin River Rail Transit System: Funding for Wisconsin River Rail Transit Commission infrastructure project costs.

Loss Control/ADA: Continue to fund loss control and safety requirements and to fund measures necessary to comply with the federal Americans with Disabilities Act (ADA) that cannot be anticipated for County facilities and programs.

Separation Payouts (Vacation/Sick Leave): Continue budgeting for sick leave payouts that exceed normal budget amounts for large departments (reserves), based on an expected higher level of retirements (as baby boomers reach retirement age). Large service departments provide for most of this cost within their respective budgets. Continue to maintain an account to fund retirement sick leave and vacation payouts in administrative and small departments.

Employee Maximum Sick Leave/Non-Represented Vacation Payouts: Continue to fund the employee incentive payment for those who have maximized their sick leave accrual (maximum of 960 hours) in prior years. Continue to fund payouts for unused vacation time (maximum 40 hours) for non-represented employees who earn more than three weeks of vacation time during a year.

Section 125 Plan Administration Costs: Continue to fund the third-party administration of the County employees' Flexible Spending Account plans, which allow employees to set aside untaxed earnings for out-of-pocket health care expenses, which save the County the employer's cost share of FICA and Medicare payments.

Deferred Compensation Plan Consulting: Continue to provide consulting services to the employee investment advisory committee for the Deferred Compensation plan. This is offset by revenues (no tax levy) that the plan administrator shares with the County.

Severance/Retention: Provide for the funding of a program establishing a severance budget and an incentive to remain employed with the County to the end of the year for employees that are laid off due to abolishing or unfunding their position in the budget process. Employees who leave before the end of the designated term or accept another County position are not eligible.

Consulting/Grant/Other: Continue to provide funding for special consulting studies identified during the year.

Fire Study: The first study of different levels of collaboration between independent municipal fire departments. The first study will include municipalities in Lake Country and surrounding municipalities participating and contributing in part to the County's appropriation.

Merchant Card Fees: Provide funding for credit card and debit card processing fees in non-enterprise activities.

Property Tax Payments/Special Assessments: This appropriation reimburses County municipalities for the County portion of property tax refunds paid on successful appeals. It also funds special assessments on County non-park property.

Waukesha County Historical Society Museum Operations Grant:
The final year of two-year grant extension was 2014. Prior to the two-year extension, for ten years, beginning in 2003, the County provided a $215,000 grant annually from the Parks and Land Use budget and an operations grant totaling $1.7 million. Initial County grant of $1.3 million to fund capital infrastructure needs of the Historical Society's old courthouse facility.

Milwaukee 7 Regional Economic Development Campaign: The Milwaukee 7 is a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha and Washington. A one-year extension (of the $50,000 four-year commitment) is being budgeted and funded with General Fund Balance for Waukesha County's contribution to the Milwaukee 7's Regional Economic Development Campaign. The County is seeking demonstrable economic objective(s), pointing to evidence of success before making another commitment beyond 2016. If the agreement on these objective(s) cannot be reached, an alternative economic development option may be pursued. This will be reviewed with the appropriate County Board committee(s).

Waukesha County Small Business Leverage Loan Program: Beginning in 2012, the County established a gap loan funding program for small established businesses in Waukesha County to promote economic growth. Loans no greater than $50,000, to be administered by a contract agency, will be targeted to small businesses in high-impact industries, such as manufacturing, technology and distribution and suppliers to larger businesses. This "gap" loan funding is intended to help businesses to qualify for larger funding from banks, the Small Business Administration (SBA) and other financial institutions to finance expansions, additional product lines, services or building capacity. The loans will be for three- to five-year terms, at an interest rate no less than 3% per year and funded initially with prior-year Tax Increment District (TID) dissolution dollars returned to the County. Expanded employment and/or tax base by businesses will be closely monitored. In 2016, the program is funded with loan repayments from prior-year loans and prior-year TID revenue.

Non-Departmental Program/Activity Financial Summary

Exp/Rev Category	Expenditures: *Continuous*	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change	% Change
Operating	SEWRPC Allocation	$668,160	$674,000	$674,000	$682,000	$8,000	1.2%
Operating	Economic Development	$95,000	$95,000	$95,000	$150,000	$55,000	57.9%
Operating	Waukesha County Tourism Initiative	$10,000	$10,000	$10,000	$12,000	$2,000	20.0%
Operating	Wis. River Rail Transit System	$28,000	$29,000	$28,000	$29,000	$0	0.0%
Operating	Loss Control/ADA (a)	$10,937	$40,000	$35,000	$40,000	$0	0.0%
Personnel	Separation Payouts (Vac. & Sick Leave) (a)	$84,370	$140,000	$125,000	$140,000	$0	0.0%
Personnel	Empl. Max. Sick Leave/NonRep. Vac. Payouts (Active Empl.)	$150,198	$145,000	$132,000	$140,000	($5,000)	-3.4%
Operating	Section 125 Plan Administration Costs	$12,182	$16,000	$14,000	$14,000	($2,000)	-12.5%
Personnel	Unemployment	$41,107	$80,000	$75,000	$60,000	($20,000)	-25.0%
Personnel	Severence/Retention (a)	$0	$110,000	$80,000	$40,000	($70,000)	-63.6%
Operating	Deferred Comp. Plan Consulting/Retirement Planning (b)	$12,000	$25,000	$18,000	$25,000	$0	0.0%
Operating	Consulting	$19,771	$40,000	$38,000	$40,000	$0	0.0%
Operating	Merchant Card Fees	$56,610	$55,000	$55,000	$55,000	$0	0.0%
Operating	Employment Advertising	$12,883	$20,000	$20,000	$20,000	$0	0.0%
Operating	Property Tax/Special Assessments	$42,365	$50,000	$40,000	$50,000	$0	0.0%
Operating	Printing inc. Adopted Budget Books	$3,112	$8,000	$6,000	$6,000	($2,000)	-25.0%
Interdept'l	Work Comp/Liab/Casualty/Other Ins	$90,784	$100,000	$99,952	$131,100	$31,100	31.1%
Operating	Other Expenses	$19,633	$10,000	$10,000	$10,000	$0	0.0%
	Short-Term/Temporary/Periodic						
Operating	Fire Department Study (a)	$0	$0	$0	$50,000	$50,000	N/A
Operating	Wauk. Co. Hist. Society - Operations Grant (a)	$150,000	$0	$0	$0	$0	N/A
Operating	Milwaukee 7 Regional Econ Dev Campaign (or Alternative) (a)	$12,500	$12,500	$12,500	$12,500	$0	0.0%
Operating	Wauk. Co. Small Business Leverage Loan Fund Program (a)	$51,500	$200,000	$150,000	$200,000	$0	0.0%
	Total Expenditures	$1,571,112	$1,859,500	$1,717,452	$1,906,600	$47,100	2.5%
	Revenue:						
Gen Gov't	State Shared Revenues/State Computer Aid	$1,127,620	$745,000	$745,000	$735,000	($10,000)	-1%
Gen Gov't	Other General Government Revenues (c)	$128,133	$128,000	$128,000	$130,000	$2,000	2%
Interdept'l	Intedepartmental Charge Revenue*	$109,869	$145,000	$136,000	$111,300	($33,700)	-23%
Other	Other Revenue (b)(d)(e)	$515,383	$480,000	$511,000	$500,000	$20,000	4%
Fund Bal	Fund Balance Appropriation (a)	$742,378	$300,300	$309,541	$384,100	$83,800	28%
Tax Levy	Tax Levy	$171,200	$61,200	$61,200	$46,200	($15,000)	-25%
	Total Revenues	$2,794,583	$1,859,500	$1,890,741	$1,906,600	$47,100	3%
	Revenues Over/(Under) Expenditures	$1,223,471	$0	$173,289	$0	$0	N/A

* See Footnote (c) to the financial summary table on first page of this budget.

(a) Appropriated General Fund Balance for the **2016 Budget** includes $140,000 for retirement payouts from reserves for this purpose; $40,000 toward one-time employee severance/retention payments; $51,600 from prior-year unclaimed funds revenues; $100,000 from prior-year Tax Increment District (TID) revenues returned to the county; $40,000 (with a $10,000 contribution from municipal partners) for a study of local fire departments' potential collaborations; and $12,500 for an extension of the County's contribution to the Milwaukee 7 Regional Economic Development Campaign (or the alternative option, if pursued). The **2015 Estimate** includes about $9,200 in carried over open purchase orders (and related expenditure authority) from 2014. The **2015 Budget** includes $140,000 for retirement payouts from reserves for this purpose; $110,000 toward one-time employee severance/retention payments; $37,800 from prior-year unclaimed funds revenues; and $12,500 for the fourth ($50,000 over four years) contribution to the Milwaukee 7 Regional Economic Development Campaign.

(b) Other Revenue includes offsetting revenue to pay for the Deferred Compensation Plan consulting of $25,000 in the 2015 and 2016 Budgets. No County tax levy is used to fund this expenditure.

(c) Other General Government revenue includes indirect cost recovery in excess of the amounts budgeted in the (Department of Administration) received from state funding sources including the Aging and Disability Resource Center Contract.

(d) Other Revenues include $190,000 for the repayment of loans to municipal fire, police and emergency response units for the new Countywide digital radio system; $120,000 for the first year of repayment of election system costs by municipalities; repayments of principal and interest from the Waukesha County Small Business Leverage Loan Program, estimated at $100,000 in 2016 ($200,000 in the 2015 Budget) ; procurement card rebate revenue in excess of what is budgeted in the Department of Administration ($15,000 in the 2016 and 2015 Budgets); and miscellaneous recoveries ($50,000 in 2016 and 2015 Budgets).

(e) In 2011, the County made a repayment to the U.S. Department of Housing and Urban Development (HUD) for $300,450 in federal HOME Investment Partnership grant funds that were originally advanced to the Hebron House of Hospitality for a low and moderate income housing project, which was not able to be completed (enrolled ordinance 166-26). 2014 Actuals reflect the reimbursement from the Hebron House of Hospitality.

Fund Purpose

The Health and Dental Insurance Fund is an Internal Service Fund established to provide for and effectively manage the health benefits for County employees, elected officials, retirees, and dependents. This Fund consists of a self-funded active employee health insurance plan, a self-funded retired employee health insurance plan, a self-funded dental insurance plan, an employee wellness program, and the Waukesha Employee Health and Wellness Center. The Health and Dental Insurance Fund is used to account for all claims and costs filed against and paid by the County's self-funded insurance, the premiums paid for these plans, and costs associated with the wellness programs. This Fund recovers its costs through charges to County departments, employees, retirees, and qualifying former employees for COBRA (Consolidated Omnibus Budget Reconciliation Act of 1985) benefits. This Fund provides budgetary protection by purchasing stop loss insurance coverage. A health insurance actuary is retained to assist with the determination of premium rates, insurance reserve levels and analyze effectiveness of wellness and health benefit changes to the total cost of the program.

Financial Summary	2014 Actual	2015 Adopted Budget (a)	2015 Estimate (b)	2016 Budget (a)	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$8,952	$44,600	$30,700	$33,000	($11,600)	-26.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,355,425	$3,541,000	$3,140,000	$3,476,000	($65,000)	-1.8%
Interdepartmental	$16,638,445	$17,521,000	$16,652,000	$17,657,000	$136,000	0.8%
Other Revenue (b)	$473,278	$358,000	$583,000	$358,000	$0	0.0%
Appr. Fund Balance (a)	$386,174	$1,514,900	$1,260,000	$1,824,500	$309,600	20.4%
Memo: Reimb. For Facility Improvements (c)	$0	$42,750	$36,440	$36,440	($6,310)	-14.8%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$20,862,274**	**$22,979,500**	**$21,665,700**	**$23,348,500**	**$369,000**	**1.6%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$20,116,030	$22,950,000	$21,650,100	$23,326,300	$376,300	1.6%
Interdept. Charges	$16,412	$29,500	$15,600	$22,200	($7,300)	-24.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$20,132,442**	**$22,979,500**	**$21,665,700**	**$23,348,500**	**$369,000**	**1.6%**
Rev. Over (Under) Exp.	$729,832	$0	$0	$0	$0	N/A

(a) Appropriated Fund Balance from Health and Dental Insurance Fund Reserves for the **2016 Budget** includes $110,000 to cover temporary payments (annual for three years, beginning in 2015) required under the Federal Affordable Care Act (ACA). In addition $625,000 is budgeted to cover estimated stop loss insurance coverage for high-cost claims in the Active Employee Health program and $30,000 in the Retiree Health program, to partially reflect premiums in excess of costs in previous years. Fund Balance of $263,900 is budgeted to fund the Wellness Initiative Program, and $795,600 is budgeted to fund a portion of the Waukesha Employee Health and Wellness Center. The **2015 Budget** includes $210,000 to cover to temporary payments required under the Federal Affordable Care Act (ACA). In addition, $305,000 is budgeted to cover half of estimated stop loss insurance coverage in the Active Employee Health program and the full amount in the Retiree Health program ($30,000), to partially reflect premiums in excess of costs in previous years. Fund Balance of $263,900 is budgeted to fund the Wellness Initiative program and $736,000 to fund a portion of the Waukesha Employee Health and Wellness Center.

(b) Other Revenues estimated for 2015 include a one-time stop-loss reimbursement received from the County's stop loss insurer of about $160,000 for high-cost claims, plus primarily prescription drug rebates.

(c) Beginning in 2015, the County receives a reimbursement from the City and School District of Waukesha for their share of one-time facility improvement costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. This annual reimbursement is currently estimated at $36,440.

Active Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Active Employee Health Insurance program. This includes medical, pharmacy, and claims payments. The program also accounts for administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. A separate vision plan is fully-insured and not budgeted in this fund, but is paid out of departmental budgets and accounted for in General Fund balance sheet accounts (directly paid to insurer). This program area recovers its costs through premium charges to internal departments, employees, and COBRA participants. This program area also carries an actuarially determined Incurred But Not Reported reserve balance (outstanding claims paid in next fiscal year) as required for internal service fund accounting. Two health plans are offered to employees: (1) a self-funded Point of Service (POS) plan (Choice Plus) and (2) a self-funded Consumer Driven health plan with a Health Savings Account (HSA) feature. Both plans offer an incentive to employees for participating in the Health Advancement Program, designed to help reduce the County's health insurance costs (see Wellness Initiative Program). Program participants in the POS plan pay a lower premium costs share at 15% (vs. 20% for non-participants), and participants in the HSA plan receive a higher employer HSA contribution at $1,125/$2,250 for single/family plans (vs. $500/$1,000 for non-participants).

	2014 Actual	2015 Budget	2015 Estimate (a)	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,597,742	$2,673,000	$2,447,000	$2,674,000	$1,000
Interdepartmental	$15,964,152	$16,829,000	$15,931,000	$16,930,000	$101,000
Other Revenue (a)	$448,556	$340,000	$560,000	$340,000	$0
Appr. Fund Balance	$0	$485,000	$400,800	$735,000	$250,000
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$19,010,450**	**$20,327,000**	**$19,338,800**	**$20,679,000**	**$352,000**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$18,563,151	$20,324,000	$19,336,800	$20,676,000	$352,000
Interdept. Charges	$0	$3,000	$2,000	$3,000	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$18,563,151**	**$20,327,000**	**$19,338,800**	**$20,679,000**	**$352,000**
Rev. Over (Under) Exp.	$447,299	$0	$0	$0	$0

(a) Other Revenues estimated for 2014 include a one-time stop-loss reimbursement received from the County's stop loss insurer of about $160,000 for high-cost claims, plus primarily prescription drug rebates.

Program Highlights

Based on actuarial recommendations, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2016 (described below). Charges for Service revenue include the employees' share of estimated premiums and are expected to remain nearly at the 2015 budgeted level of about $2.7 million, mainly due to an increase in the number employees selecting the HSA health plan over the POS plan. (Note: Family HSA plans are estimated to cost the county about $1,250 less than the comparable family POS plan.) Interdepartmental Charge revenues include the County's share of estimated premiums and contributions to employee HSA accounts charged to County Departments. The increase is largely due to an increase in HSA contributions by $77,000. Other Revenues consist of prescription drug rebates and remain at the 2015 budgeted level. Appropriated Health Insurance Fund Balance includes $110,000 to cover temporary payments (for three years, beginning in 2015) required under the Federal Affordable Care Act (ACA), which is a decrease of $100,000 from the 2015 budget. In addition, fund balance of $625,000 is budgeted to cover estimated stop loss insurance coverage (for higher-cost claims), to partially reflect premiums in excess of costs in previous years.

Operating expenditures consist mostly of estimated claims costs for the County's self-insured health plans, which are budgeted to increase by about $247,000 or 1.4%, from about $17.6 million to $17.9 million. In addition, County HSA contributions are budgeted to increase by $77,000 to $1,036,000, due to increased participation in that plan (mentioned above), and stop loss insurance is budgeted to increase by $75,000 to $625,000. Operating expenditure increases are partially offset by a decrease in ACA payments by $100,000 (mentioned above).

Active Employee Health Insurance (Continued)

Major Departmental Strategic Outcomes and Objectives for 2016

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Objective 1: Control Health Plan rate of cost increase (or reduce costs). Contain health insurance cost trends, and/or the rate of premium increases through effective design changes, education, wellness initiatives and data management.

Key Outcome Indicator: The increase in plan costs from the prior year actual/estimate for the Choice Plus (Point of Service – POS) and Consumer Driven Health (with Health Savings Account feature – HSA) Plans. Keep health insurance plan increases from prior year estimate/actual lower than medical inflation rate.

Performance Measures:

Choice Plus Plan	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Average Plan % Premium Increase	2%	1.0%	1.0%	2.5%
Average Monthly Plan Cost: Single	$651	$658	$658	$660
Family	$1,721	$1,738	$1,738	$1782

HSA Plan	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Average Plan % Premium Increase	1.0%	1.4%	1.4%	2.3%
Average Full Monthly Plan Cost: Single*	$588	$595	$595	$597
Family*	$1,498	$1,516	$1,516	$1,546

*County contribution to employee health savings accounts is included in monthly figures (added to premium).

Performance Measure:	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Medical Inflation Rate**	8%	8%	8%	9%

**Milliman's (County Health Insurance Actuary) expected annual trend assumptions

Activity	2014	2015	2015	2016	Budget
# of Health Ins. Contracts	Actual (a)	Budget (b)	Estimate (c)	Budget (b)	Chng
POS Single	224	227	217	223	(4)
Family	449	465	404	447	(18)
Subtotal	**673**	**692**	**621**	**670**	**(22)**
H.S.A. Single	127	130	161	149	19
Family	359	400	391	396	(4)
Subtotal	**486**	**530**	**552**	**545**	**15**
Total	**1,159**	**1,222**	**1,173**	**1,215**	**(7)**

(a) Enrollment as of 12/31/2014.
(b) The 2015 and 2016 budget figures are based on enrollment counts obtained during mid-summer budget development, with adjustments made for vacant positions.
(c) Enrollment as of 8/1/2015.

Retired Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Retired Employee Health Insurance program. This includes medical, pharmacy and vision claims payments. This program also accounts for administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to retirees. Retirees pay 100% of the premium cost. Actuarial consultants rate the retiree health insurance plan separately from the active employee health insurance plans.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$653,680	$692,000	$588,000	$692,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20,881	$15,000	$20,000	$15,000	$0
Appr. Fund Balance	$0	$30,000	$21,000	$30,000	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$674,561**	**$737,000**	**$629,000**	**$737,000**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$516,237	$736,100	$628,400	$736,100	$0
Interdept. Charges	$0	$900	$600	$900	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$516,237**	**$737,000**	**$629,000**	**$737,000**	**$0**
Rev. Over (Under) Exp.	$158,324	$0	$0	$0	$0

Program Highlights

Based on actuarial recommendation, which is separately rated from the active employee health plans, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2016 (described below). Charges for Service revenues consist of health insurance premiums paid by retirees (retirees pay 100% of premium costs). Premium revenues and claims costs (included in operating expenses) are budgeted to remain at the 2015 budgeted level. Appropriated Health Insurance Fund Balance is budgeted to cover stop loss coverage for higher-cost claims, more than offset by premiums in excess of costs in previous years. Other revenues consist of anticipated prescription drug rebates revenues.

Activity # of POS Retiree Health Ins. Contracts (a)	2014 Actuals (b)	2015 Budget	2015 Estimate (c)	2016 Budget	Budget Change
Pre-Medicare					
Single	39	45	37	40	(5)
Family	7	10	8	10	0
Subtotal	**46**	**55**	**45**	**50**	**(5)**
Medicare					
Single	5	10	7	7	(3)
Family	4	5	2	3	(2)
Subtotal	**9**	**15**	**9**	**10**	**(5)**
Total	**55**	**70**	**54**	**60**	**(10)**

(a) Contract figures and the budget exclude retiree enrollment in the Medicare Advantage healthcare plan, which had 344 participants (as of August 19, 2015), and is not accounted for in the County Budget.
(b) Enrollment as of December 31, 2014.
(c) Enrollment as of August 19, 2015.

Employee Dental Insurance

Program Description

This program area accounts for all costs associated with the operation of the self-funded Employee Dental Insurance program. This includes dental claims payments, administrative expenses and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees and COBRA participants.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$102,439	$76,000	$79,000	$80,000	$4,000
Interdepartmental	$674,293	$692,000	$721,000	$727,000	$35,000
Other Revenue	$3,841	$3,000	$3,000	$3,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$780,573**	**$771,000**	**$803,000**	**$810,000**	**$39,000**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$648,764	$769,400	$802,200	$808,400	$39,000
Interdept. Charges	$0	$1,600	$800	$1,600	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$648,764**	**$771,000**	**$803,000**	**$810,000**	**$39,000**
Rev. Over (Under) Exp.	$131,809	$0	$0	$0	$0

Program Highlights

Charges for Service revenue consist of the employees' share (10%) of dental premiums, and the County's share (90%) is in Interdepartmental Revenues. Premium rates are not changing for the 2016 budget, but total premium revenues and dental claims expenditures (in operating expenses) are budgeted to increase a total of $39,000 due to an anticipated increase in the number of employees choosing to enroll in the County's self-funded dental plan (see table below).

Activity # of Dental Ins. Contracts	2014 Actual (a)	2015 Budget (b)	2015 Est. (c)	2016 Budget (b)	Budget Change
Self-Funded					
Single	203	211	227	230	19
Family	559	553	563	565	12
Subtotal	**762**	**764**	**790**	**795**	**31**
DentaCare ❖					
Single	111	135	104	115	(20)
Family	293	316	272	275	(41)
Subtotal	**404**	**451**	**376**	**390**	**(61)**
Total	**1,166**	**1,215**	**1,166**	**1,185**	**(30)**

❖ DentaCare is a fully-insured dental insurance plan and is not budgeted in this Fund. This plan is budgeted in departmental budgets and accounted for in General Fund Balance Sheet Accounts (directly paid to insurer).

(a) Enrollment as of 12/31/2014

(b) The 2015 and 2016 budget figures are based on enrollment counts obtained during prior-year mid-summer budget development, with adjustments made for vacant positions.

(c) Enrollment as of 8/1/2015.

Wellness Initiative

Program Description

This program area accounts for all costs associated with the operation of the Wellness Initiative program. This program is designed to improve the health and well-being of County employees' lives through health education and activities that will assist health plan members in understanding disease management and prevention along with programming, which are designed to support positive lifestyle change, thereby resulting in improved employee productivity, morale and healthcare cost savings for the County and the employees. Program components include biometric screenings, health risk assessments, health coaching, program marketing and communications, and participation incentives.

Approximately 70% of the County's health plan contracts are family coverage. In an effort to increase employee participation in Wellness related activities, both employees and spouses are required to participate in the Health Advancement Program's Health Risk Assessment program (biometric screening; health risk questionnaire; and based on certain thresholds, a review of health risks with a health coach) in order to qualify for the following incentives: For 2016, program participants in the POS plan pay a lower premium cost share at 15% (vs. 20% for non-participants), and participants in the HSA plan receive a higher HSA contribution at $1,125/$2,250 for single/family plans (vs. $500/$1,000 for non-participants).

In 2016 a component to the health plan incentive is being implemented for individuals who were identified to have four or more risk factors. The Health and Wellness Center will do outreach to these individuals and, **in order to be eligible for the incentive**, they must meet with the health coach or one of the clinicians to review and discuss their health risks.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$161,337	$263,900	$203,900	$263,900	$0
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$161,337**	**$263,900**	**$203,900**	**$263,900**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$168,937	$261,400	$203,400	$261,400	$0
Interdept. Charges	$0	$2,500	$500	$2,500	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$168,937**	**$263,900**	**$203,900**	**$263,900**	**$0**
Rev. Over (Under) Exp.	($7,600)	$0	$0	$0	$0

Program Highlights

Appropriated Health Insurance Fund Balance from reserves is budgeted to cover program expenditures, which remain at the 2015 budgeted level.

Operating expenses mostly include biometric screening costs, budgeted at $161,500; program incentives, budgeted at $36,000; and employee assistance program costs, budgeted at $31,400.

Activity	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Health Assessment Participation					
# Participating	1,349	1,700	1,493	1,700	0
% of Work Force + Spouses	75%	95%	83%	95%	0%

Waukesha Employee Health and Wellness Center

Program Description

This program area accounts for all the costs and revenues associated with the on-site Waukesha Employee Health and Wellness Center. The Center has been established through an inter-governmental agreement between the County, City and School District of Waukesha. The Center is managed by a private sector organization whose primary focus and business objectives are the development, implementation, and management of employer-sponsored on-site medical clinics. The Center began operation in November of 2014. Based on the results of a feasibility study and a comprehensive request for proposal process it is projected that the combined organizations will generate a positive return on investment of $7.1 million over a 5 year period. The County is estimated to save $3.1 million, the School District $3.4 million, and the City $1.2 million over this five year period.

	2014 Actual	2015 Budget	2015 Estimate	2016 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$8,952	$44,600	$30,700	$33,000	($11,600)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,564	$100,000	$26,000	$30,000	($70,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$224,837	$736,000	$634,300	$795,600	$59,600
Memo: Reimb. For Facility Imprvmnts. (a)	$0	$42,750	$36,440	$36,440	($6,310)
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$235,353**	**$880,600**	**$691,000**	**$858,600**	**($22,000)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$218,941	$859,100	$679,300	$844,400	($14,700)
Interdept. Charges	$16,412	$21,500	$11,700	$14,200	($7,300)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$235,353**	**$880,600**	**$691,000**	**$858,600**	**($22,000)**

Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

(a) Beginning in 2015, the County receives a reimbursement from the City and School District of Waukesha for their share of one-time facility improvement costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. This annual reimbursement is currently estimated at $36,440.

Program Highlights

General Government revenues consist of the City and School District's estimated share of facility-related costs, and are budgeted to decrease $11,600 for lower anticipated costs. Charges for Service revenues consist of estimated office visit revenues from County employees and dependents enrolled in the County's health plans, and are budgeted to decrease by $70,000. Appropriated Health Insurance Fund Balance is budgeted to cover remaining program expenditures.

Program expenditures include contracted staffing, estimated at $496,400; contractor management and consulting fees, estimated at $200,800; laboratory fees, estimated at $60,800; facility-related expenses, estimated at $55,500 (including $12,700 in interdepartmental charges); $8,000 for furniture and equipment; and supply and other operational costs, estimated at $37,100.

Contingency Fund Non-Departmental

Statement of Purpose

To provide funds only for emergency and other situations which could not be anticipated or adequately planned for during the budget development and review process. In preparing agency budget requests, departments are required to identify all anticipated expenditures for projects and programs. The need for Contingency Fund transfer requests are determined by the County Executive and authorized by the Finance Committee in accordance with statutory authority and the County Board if requests exceed the statutory authority of the Finance Committee.

Financial Summary	2014 Actual (a)	2015 Adopted Budget	2015 Estimate	2016 Budget	Change From 2015 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (a)	$88,000	$1,200,000	$180,000	$1,200,000	$0	0.0%
County Tax Levy (Credit)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$88,000**	**$1,200,000**	**$180,000**	**$1,200,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses (a)	$88,000	$1,200,000	$180,000	$1,200,000	$0	0.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$88,000**	**$1,200,000**	**$180,000**	**$1,200,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A

(a) Actual Contingency Fund use in 2014 includes $88,000 transferred to the Emergency Preparedness Budget to address over budget personnel (OT) expenditures related to costs incurred to maintain coverage while hiring and training new (high turnover year) telecommunicators.

THIS PAGE LEFT BLANK

Return to Table of Contents

Debt Service

Return to Table of Contents

TABLE OF CONTENTS
DEBT SERVICE

Fund: Debt Service Mission Policy Summary 461
Debt Service by Bond Issue 462
Debt Service Activity 463
Table by Note 464
Projected Debt Service 465

Return to Table of Contents

Debt Service

Mission

Debt Service provides funds sufficient to make annual interest and principal payments on County debt obligations borrowed for capital expenditures, largely highway and building projects. By statute, the County's outstanding debt is restricted to 5% of the equalized value of all property in the County.

Policy

The County structures its debt borrowing issues to maintain annual debt service payments to avoid major fluctuations between years. Promissory notes are amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions when warranted by the market.

The County uses debt borrowing to fund no more than 80 percent of net (after revenues applied) capital budget expenditures for a moderate term no longer than ten years. This allows debt service to be managed to comprise no greater than 10% of total governmental operating expenditures over the long term. Capital projects include highway projects, county buildings, information technology projects and building projects at county parks and airport.

Based on the current five year Capital Projects Plan, debt service expenditures are structured to be no greater than ten percent of the estimated total governmental funds operating expenditures for each budget year through the final year of debt repayment. See "Debt Service Ratio" (next page).

By State Statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County. The County will have over 95% of its debt limit available after including the planned 2016 debt issue of $12.0 million. See "Financial Management Policies" - Revenues and Debt Policies.

General Debt Service Fund

This fund includes general County debt obligations related to capital project expenditures in governmental funds.

Expenditures	2014 Actual (a)	2015 Budget		2015 Estimate	2016 Based on Prior Years		Impact of 2016 Issue	2016 Budget	Budget Change
Principal	$12,220,000	$12,635,000		$12,635,000	$12,705,000			$12,705,000	$70,000
Interest Expense	$1,897,312	$1,984,317		$1,800,806	$1,648,617		$300,000	$1,948,617	($35,700)
TOTAL DEBT	$14,117,312	$14,619,317		$14,435,806	$14,353,617		$300,000	$14,653,617	$34,300
Fund Balance	$907,312	$1,669,317	(b)	$1,485,806	$1,544,117	(c)	$0	$1,544,117	($125,200)
TAX LEVY	$13,210,000	$12,950,000		$12,950,000	$12,809,500		$300,000	$13,109,500	$159,500

(a) Does not include the 2014 refunding of $4.3 million for the 2007 issue. Since principal paydown was not changed in refunding, it would otherwise reflect a doubling of debt in years of refinancing.

(b) The 2015 Budget includes prior-year revenues as follows: Debt Service Investment Income of $120,000, Jail Assessment Fee revenues of 280,000, 2010 Buy America Bond – U.S. Treasury payment of $105,960 and Debt Service Fund Balance of $1,163,357.

(c) The 2016 Budget includes prior-year revenues as follows: Debt Service Investment Income of $120,000, Jail Assessment Fee revenues of $60,000, 2010 Buy America Bond – U.S. Treasury payment of $89,000, General Fund Balance of $450,000 and Debt Service Fund Balance of $825,117.

Return to Table of Contents

Program Highlights

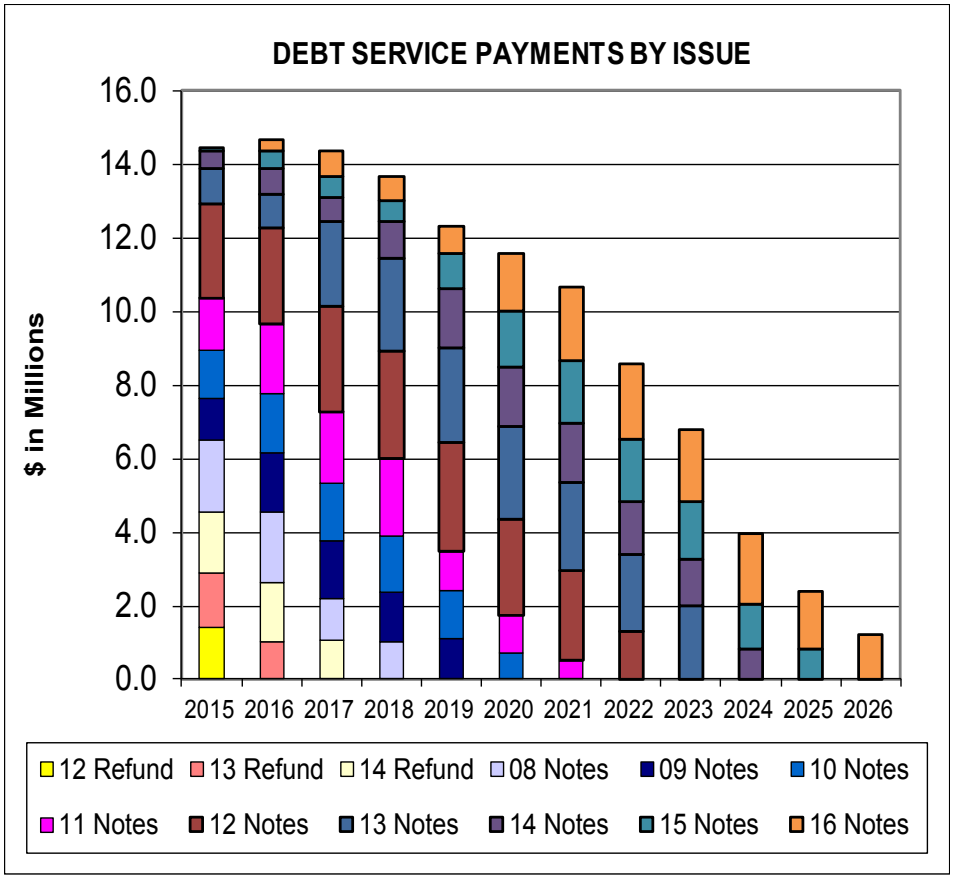
Payments by bond issue indicate a rapid repayment of debt due to a policy of using moderate term (10 years) promissory notes amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. It is the County's policy to maintain County infrastructure (roads, facilities, technology, and equipment) within established standards to avoid more costly replacement or liability risks. The County relies on using moderate term debt issues to finance these projects and continue to address infrastructure needs prudently.

Debt service expenditures are projected to increase by $34,300 in 2016, including an increase in principal payments by $70,000 partially offset by a decrease in interest payments by about $35,700. Decreases in interest payments are mostly due to favorable rates obtained in bond issues and through refinancing of existing debt for the 2006 – 2007 issues and for lower interest rates than budgeted for the 2015 issue.

The County has taken action to reduce planned borrowing and refinanced past debt issues to prepare for the large debt issues in 2018 - 2020. The refunding of 2006 – 2007 issues reduced rates. In 2013, $4,550,000 of debt issued in 2006 was also refinanced with savings estimated at $254,000. In 2014, $4,255,000 of debt issued in 2007 was refinanced with savings estimated at $224,000. In anticipation of higher debt issues in 2018-2020, the County is retiring more principal in 2014 and 2015 and is planning to do so in 2016 and 2017, by a total of about $7.2 million

Debt Service is funded primarily with property tax levy, which is budgeted to increase by $159,500 to $13,109,500. Remaining revenues consist of fund balance of $1,544,117, as follows: **Debt Service Fund Balance**: Balance of $825,117, prior-year investment income of $120,000, Buy America Bond – U.S. Treasury rebate of $89,000; and **General Fund Balance**: $450,000* and Jail Assessment Fee reserves of $60,000. The $450,000 of General Fund Balance is budgeted since Jail Assessment Fee reserve application to debt service is reduced with the payoff of the bonds from the 2005 Jail addition.

***General Fund Balance is reserved for the planned future use and phase-out in the Debt Service budget as follows: $450,000 in 2016, $400,000 in 2017, $300,000 in 2018, $200,000 in 2019 and $100,000 in 2020.**



Return to Table of Contents

Debt Service Ratio

Debt service as a percent of total governmental operating expenditures, excluding proprietary funds and capital project funds, is a measure of debt service impact to operations. As a fixed cost, debt issues are structured to maintain debt service at less than ten percent of the total governmental operating expenditures in future County budgets. Projected debt includes debt expected to be issued for capital projects in future years of the 2016-2020 Five-Year Capital Projects Plan. Projected expenditures for governmental operations assume a 3.0% annual growth rate after 2016.

(Millions)	2014 Actual	2015 Estimate	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Gov. Oper.*	$196.1	$202.8	$211.0	$217.4	$223.9	$230.6	$237.5
Debt Ser.**	$14.1	$14.4	$14.7	$14.7	$14.6	$14.7	$15.5
Ratio (%) of Debt to Oper	7.2%	7.1%	6.9%	6.7%	6.5%	6.4%	6.5%

*Excludes proprietary fund operating expenditures.
**Does not include refunding and debt redemption activity.

Debt Outstanding

Debt outstanding is the outstanding principal on general obligation bonds for which the County has pledged its full faith, credit and unlimited taxing power.

Year Issue (a)	Budget Year	Final Payment Year	Amount Issued	True Interest Cost	Outstanding Debt
2015 GOPN	2015	2025	$10,000,000	1.57%	$10,000,000
2014 GOPN	2014	2024	$10,000,000	1.74%	$9,700,000
2014 Refunding (b)	2014	2017	$4,255,000	0.80%	$2,625,000
2013 GOPN	2013	2023	$17,000,000	1.64%	$15,900,000
2013 Refunding (c)	2013	2016	$4,550,000	0.65%	$1,035,000
2012 GOPN	2012	2022	$20,000,000	1.64%	$16,600,000
2011 GOPN (d)	2011	2021	$19,490,000	1.81%	$8,000,000
2010 GOPN (e)	2010	2020	$9,000,000	1.93%	$6,275,000
2009 GOPN (f)	2009	2019	$15,700,000	2.70%	$5,300,000
2008 GOPN	2008	2018	$10,000,000	3.28%	$3,900,000
			TOTAL DEBT 12/31/15		$79,335,000
			2016 ISSUE		$12,000,000
			TOTAL DEBT (g)		$91,335,000

(a) GOPN=General Obligation Promissory Note
(b) 2014 refunding includes $4,255,000 of 2007 notes refunded.
(c) 2013 refunding includes $4,550,000 of 2006 notes refunded.
(d) 2011 includes refunding of $9.9 million balance of 2003 and 2004 debt issues.
(e) The 2010 Adopted Budget was reduced by $1,000,000 to offset related Capital Budget reductions.
(f) The 2009 issue includes $7.7 million to refinance debt issued in 2001 and 2002.
(g) The 2016 budget will reduce the outstanding debt with the budgeted principal payment of $12,705,000 to $78,630,000.

Outstanding Debt Limit

By statute, the County's outstanding debt is limited to 5% of the equalized value of all County property.

	2014 Budget Year	2015 Budget Year	2016 Budget Year
Equalized Value (h)	$47,217,366,700	$48,995,016,900	$50,187,624,500
Debt Limit (5% x equalized value)	$2,360,868,335	$2,449,750,845	$2,509,381,225
Outstanding Debt (i)	$94,235,000	$91,970,000	$91,335,000
Available Debt Limit	$2,266,633,335	$2,357,780,845	$2,418,046,225
Percent of Debt Limit Available	96.0%	96.2%	96.4%

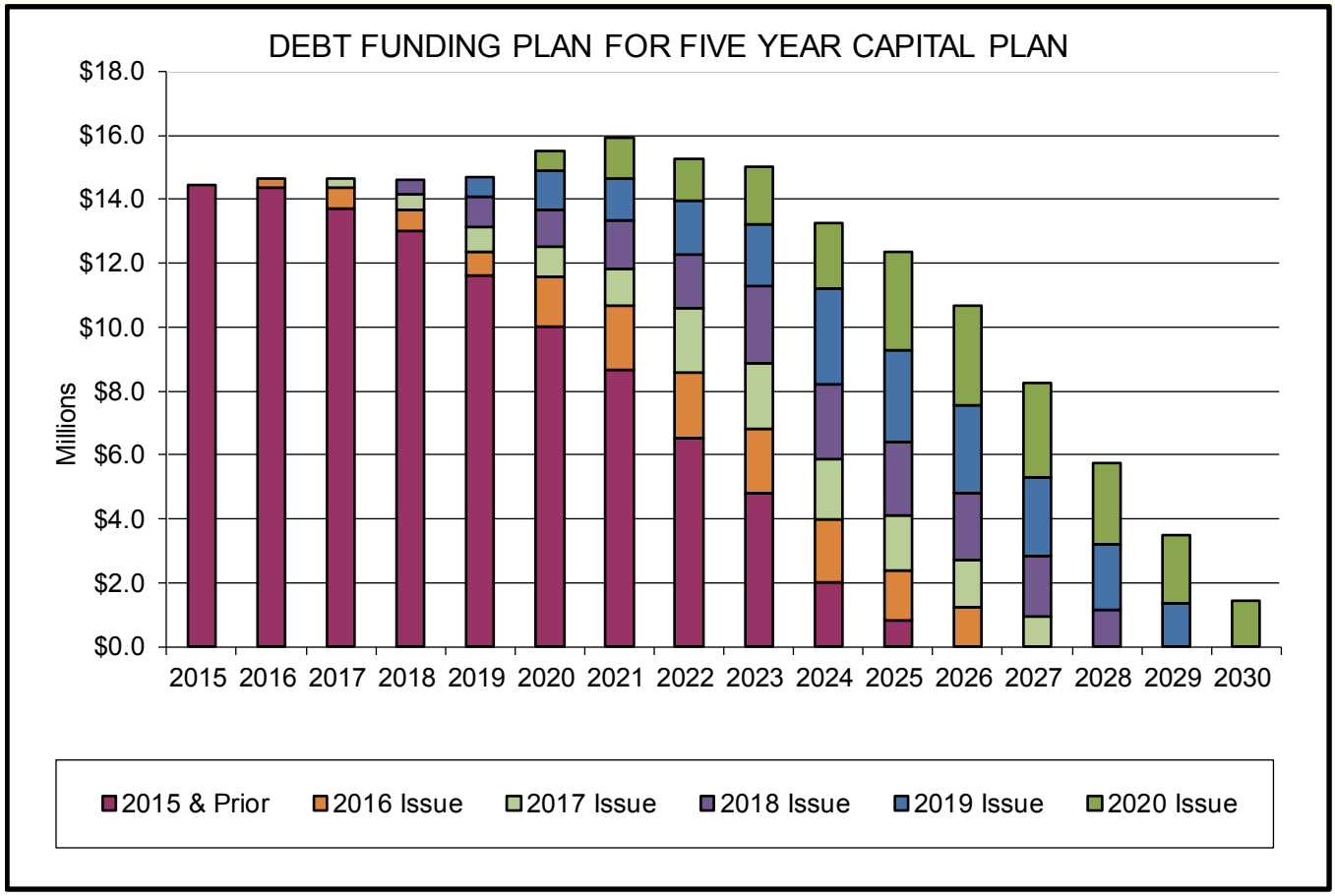
(h) Total County equalized value including Tax Incremental Districts for budget year purposes.
(i) Includes anticipated 2016 debt issue of $12.0 million.

SCHEDULE OF CURRENT AND PLANNED DEBT SERVICE REQUIREMENTS

	2013 REFUNDING (a)	2014 REFUNDING (b)	2008 GOPN	2009 GOPN	2010 GOPN	2011 GOPN (c)	2012 GOPN	2013 GOPN	2014 GOPN	2015 GOPN	2016 GOPN	Total
2016												
Principal	1,035,000	1,585,000	1,800,000	1,450,000	1,435,000	1,700,000	2,300,000	600,000	500,000	$300,000	$0	12,705,000
Interest	3,364	14,660	102,775	148,250	198,443	180,000	310,625	322,000	194,000	$174,500	$300,000	1,948,617
2016 Budget Total												14,653,617
2017												
Principal		1,040,000	1,100,000	1,450,000	1,435,000	1,800,000	2,600,000	2,000,000	500,000	$400,000	$300,000	12,625,000
Interest		4,160	53,700	102,938	152,164	136,250	261,625	296,000	184,000	$171,000	$360,000	1,721,837
2018												
Principal			1,000,000	1,300,000	1,435,000	2,000,000	2,700,000	2,300,000	800,000	$400,000	$300,000	12,235,000
Interest			17,500	58,250	103,015	88,750	208,625	253,000	171,000	$166,000	$351,000	1,417,140
2019												
Principal				1,100,000	1,255,000	1,000,000	2,800,000	2,350,000	1,500,000	$800,000	$400,000	11,205,000
Interest				18,563	53,430	51,250	153,625	206,500	148,000	$159,000	$342,000	1,132,368
2020												
Principal					715,000	1,000,000	2,500,000	2,350,000	1,500,000	$1,400,000	$1,200,000	10,665,000
Interest					14,479	26,250	100,625	159,500	118,000	$144,500	$330,000	893,354
2021												
Principal						500,000	2,400,000	2,300,000	1,500,000	$1,600,000	$1,700,000	10,000,000
Interest						6,875	51,625	113,000	88,000	$118,000	$294,000	671,500
2022												
Principal							1,300,000	2,000,000	1,400,000	$1,600,000	$1,800,000	8,100,000
Interest							13,813	67,500	59,000	$86,000	$243,000	469,313
2023												
Principal								2,000,000	1,200,000	$1,500,000	$1,800,000	6,500,000
Interest								22,500	31,500	$55,000	$189,000	298,000
2024												
Principal									800,000	$1,200,000	$1,800,000	3,800,000
Interest									9,000	$28,000	$135,000	172,000
2025												
Principal										$800,000	$1,500,000	2,300,000
Interest										$8,000	$81,000	89,000
2026												
Principal											$1,200,000	1,200,000
Interest											$36,000	36,000
Total Principal	$1,035,000	$2,625,000	$3,900,000	$5,300,000	$6,275,000	$8,000,000	$16,600,000	$15,900,000	$9,700,000	$10,000,000	$12,000,000	$91,335,000
Total Interest	$3,364	$18,820	$173,975	$328,001	$521,531	$489,375	$1,100,563	$1,440,000	$1,002,500	$1,110,000	$2,661,000	$8,849,129
Total Payment	$1,038,364	$2,643,820	$4,073,975	$5,628,001	$6,796,531	$8,489,375	$17,700,563	$17,340,000	$10,702,500	$11,110,000	$14,661,000	$100,184,129

(a) 2013 Refunding Issue includes $4.55 million of the 2006 notes refunded.
(b) 2014 Refunding Issue includes $4.255 million of the 2007 notes refunded.
(c) 2011 Issue of $19,490,000 includes refunding of $9.9 million balance of the 2003 and 2004 debt issues.

Future debt service is projected based on capital expenditures planned for in the County's five-year capital plan. Debt is managed to maintain debt service payments at less than 10% of each respective budget year governmental operating expenditures. (See Debt Service Activity page)



	2016 Budget	2017 5 - Year Plan	2018 5 - Year Plan	2019 5 - Year Plan	2020 5 - Year Plan
Capital Plan Project Costs	$20,782,800	$17,135,900	$22,154,500	$23,197,000	$23,468,100
Capital Plan Funding					
Project Direct Funding Sources (a)	$3,353,000	$2,222,400	$3,090,300	$215,500	$375,000
Tax levy/Current Funds/Investment Income (b)	$5,429,800	$3,913,500	$5,064,200	$6,981,500	$6,093,100
Borrowed Funds	$12,000,000	$11,000,000	$14,000,000	$16,000,000	$17,000,000
Total Capital Plan Funding	$20,782,800	$17,135,900	$22,154,500	$23,197,000	$23,468,100
Length of Bond Issue-Years	10	10	10	10	10
Estimated Interest Rate %	3.00%	3.50%	4.00%	4.50%	4.50%
Planned Bond Issue	$12,000,000	$11,000,000	$14,000,000	$16,000,000	$17,000,000

(a) Other funding for projects usually is identified as project year nears the budget appropriation year.
(b) Includes funds from Capital and General Fund Balances.

THIS PAGE LEFT BLANK

Return to Table of Contents

Capital Projects

TABLE OF CONTENTS
CAPITAL PROJECTS

2016 Capital Budget

Mission/Policy 469
Summary 469
Projects Listing 471
Highlights 473
Operating Impact & Capital Project Detail 475

2016-2020 Capital Projects Plan

Plan Summary 510
Plan Summary by Functional Area 511
Plan Summary Narrative 512
2016-2020 Project Summary Listing 513

Return to Table of Contents

Mission

To provide comprehensive planning and analysis of the long-range capital needs of Waukesha County. This process contributes to the fiscal review and prioritization of such capital projects as facility development (new construction and improvements), infrastructure maintenance, technology, major equipment and systems installations.

Policy

A capital project is defined as an active or proposed non-recurrent expenditure in one or more specified plan years of an amount usually in excess of $100,000 for a permanent fixed asset (building, land, improvement, or equipment or technology installation) which has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven years.

This budget maintains the emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to crisis situations. New projects should be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Section 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. This project methodology further identifies documentation and justification requirements to support the project from the first year included in the plan to project completion. Justification includes costs vs. benefits, return on investment analysis and project need.

A long range goal to managing overall debt service is to use annual cash balances from tax levy and governmental fund balance to fund capital projects at a minimum of 20 percent of net capital expenditures. This "down payment," reduces the need to borrow additional funds and manages debt service growth in relationship to the operating budget to accommodate the policy for debt service of less than 10% of operating budget.

In this section, under "2016 Capital Projects and Operational Impact," is a summary of operational impacts resulting from implementation of the capital improvement program. Also, in this section are individual capital project sheets, which detail operational impacts. Impacts associated with new facility operations are included in planning for future funding needs for County operations (See individual project pages), but are only included in operating department budgets in the year they will be incurred; however, the County's five-year operating budget projection considers these impacts in the appropriate years.

Financial Summary

	2014 Budget	2015 Budget	2016 Budget	Change from 2015
Expenditures	$27,992,700	$16,141,400	$20,782,800	$4,641,400
Revenues-Project Specific	$1,000,000	$767,500	$3,353,000	$2,585,500
Enterprise Fund Balance (a)	$7,121,500	$745,000	$637,800	($107,200)
Internal Service Fund Balance	$933,500	$360,000	$0	($360,000)
Restricted Special Rev Fund Bal	$0	$195,500	$0	($195,500)
Net Expenditures	$18,937,700	$14,073,400	$16,792,000	$2,718,600
Other Financing Sources:				
Investment Earnings	$250,000	$300,000	$275,000	($25,000)
Debt Issue Proceeds	$10,000,000	$10,000,000	$12,000,000	$2,000,000
Cash Balances from				
Governmental Fund Balance (b)	$6,087,700	$1,223,400	$2,070,000	$846,600
Revenues-General	$650,000	$700,000	$700,000	$0
Tax Levy	**$1,950,000**	**$1,850,000**	**$1,747,000**	**($103,000)**
Total Cash Balances	$8,687,700	$3,773,400	$4,517,000	$743,600
Est. Use of Cash Balances as % Of Net Expenditures	46%	27%	27%	

(a) 2016 budget use of enterprise fund balance of $637,800 includes $356,000 of Material Recycling Fund Balance, $216,800 of Ice Arena Fund Balance and $65,000 of Golf Course Fund Balance for related projects.

(b) 2016 budget use of governmental fund balance of $2,070,000 includes Capital Projects Fund Balance of $1,785,000, $230,000 of General Fund Balance and $55,000 of prior-year jail assessment fee revenue reserves.

2016 Capital Projects

	2014 Budget (a)	2015 Budget	2016 Budget	15-16 Budget Change
EXPENDITURES				
Justice and Public Safety	$10,168,000	$265,000	$2,634,000	$2,369,000
Health and Human Services	$95,000	$0	$0	$0
Parks, Env, Edu & Land Use (a)	$6,875,200	$1,589,900	$1,531,800	($58,100)
Public Works (a)	$8,201,000	$12,811,500	$16,297,000	$3,485,500
County Wide Technology Projects	$2,538,500	$1,360,000	$190,000	($1,170,000)
Est. Financing Costs	$115,000	$115,000	$130,000	$15,000
Total Gross Capital Expenditures	$27,992,700	$16,141,400	$20,782,800	$4,641,400
REVENUES-Project Specific				
Federal Transportation Alternatives Program (TAP) Grant	$0	$427,500	$0	($427,500)
County Highway Improvement Program (CHIP)	$330,000	$330,000	$300,000	($30,000)
CHIP-Discretionary	$250,000	$0	$844,000	$844,000
Donation Revenue	$0	$10,000	$0	($10,000)
Sale of Excess Land	$400,000	$0	$0	$0
Highway Local Reimbursement	$20,000	$0	$1,959,000	$1,959,000
Other State/Federal Highway Funding	$0	$0	$200,000	$200,000
Park Trail Local Reimbursement	$0	$0	$50,000	$50,000
Subtotal Revenues-Project Specific	$1,000,000	$767,500	$3,353,000	$2,585,500
REVENUES-General				
State Shared Revenue/Utility Payment	$50,000	$100,000	$100,000	$0
State Computer Equipment Exemption	$600,000	$600,000	$600,000	$0
Subtotal Revenues-General	$650,000	$700,000	$700,000	$0
FUND BALANCE APPROPRIATIONS:				
Airport Fund	$239,000	$670,000	$0	($670,000)
Radio Services Fund	$1,212,500	$0	$0	$0
Material Recycling Fund Balance	$5,410,000	$0	$356,000	$356,000
Golf Course Fund	$160,000	$75,000	$65,000	($10,000)
Ice Arena Fund	$100,000	$0	$216,800	$216,800
Subtotal: Enterprise Funds	$7,121,500	$745,000	$637,800	($107,200)
End User Technology Fund Balance	$315,000	$360,000	$0	($360,000)
Telecommunications Fund Balance	$375,500	$0	$0	$0
Health Insurance Fund Balance	$243,000	$0	$0	$0
Subtotal: Internal Service Funds	$933,500	$360,000	$0	($360,000)
Special Revenue Fund: Land Info. System Fund Balance	$0	$195,500	$0	($195,500)
General Fund - ROD Doc. Fee Reserved	$600,000	$0	$0	$0
General Fund - Communication Center Assigned	$900,000	$0	$0	$0
General Fund - Digital Radio System Upgrade Assigned	$3,119,000	$0	$0	$0
General Fund - Assigned	$458,200	$0	$230,000	$230,000
Gen Fund - Assigned: Jail Assessment Revenue Reserves	$605,000	$220,000	$55,000	($165,000)
Capital Project Funds Assigned	$405,500	$1,003,400	$1,785,000	$781,600
Subtotal: Cash Balances from Governmental Fund Balance	$6,087,700	$1,223,400	$2,070,000	$846,600
Total Fund Balance Uses For Capital Projects	$14,142,700	$2,523,900	$2,707,800	$183,900
Investment Earnings	$250,000	$300,000	$275,000	($25,000)
Debt Proceeds	$10,000,000	$10,000,000	$12,000,000	$2,000,000
Tax Levy	$1,950,000	$1,850,000	$1,747,000	($103,000)

(a) Restated to reflect transition of Energy Efficiency Improvement Project (201208) from Public Works-Facilities to Parks, Land Use and Education in 2015.

Return to Table of Contents

Pg #	PROJECT TITLE	Project Number	2016 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PUBLIC WORKS - AIRPORT					
476	RUNWAY 10/28 SAFETY AREAS	200310			(a)	$0
	EMERGENCY PREPAREDNESS - BUILDINGS					
477	COMMUNICATIONS CENTER EXPANSION	200808	$203,000			$203,000
	PUBLIC WORKS - BUILDINGS					
478	LAW ENFORCEMENT CTR MECHANICAL UPGRADES	201413	$2,376,000			$2,376,000
479	HIGHWAY SUBSTATION HVAC UPGRADES	201109	$200,000			$200,000
480	DEMOLISH FORMER HHS BUILDING	201503	$1,785,000		(b)	$1,785,000
	UW - WAUKESHA					
481	UWW ROOFING UPGRADES	201210	$700,000	$0		$700,000
	PUBLIC WORKS - HIGHWAYS					
482	CTH I, CTH ES TO CTH O REHAB	201005	$1,164,000	$0		$1,164,000
483	CTH Q OCONOMOWOC RIVER BRIDGE	201201	$119,000	$0		$119,000
484	CHT P, BARK RIVER BRIDGE	200606	$286,000	$0		$286,000
485	WEST WAUKESHA BYPASS	200917	$2,137,000	$200,000	(c)	$1,937,000
487	CTH NN, STH 83 TO CTH ES	201006	$1,798,000	$1,762,000	(d)	$36,000
488	CTH M, CTH YY TO EAST COUNTY LINE	201008	$1,200,000	$0		$1,200,000
489	CTH M, CALHOUN RD-CTH YY	201202	$324,000	$0		$324,000
490	CTH C, MILL STREET TO OAKWOOD ROAD	201116	$2,128,000	$741,000	(e)	$1,387,000
491	CTH I, FOX RIVER BRIDGE	201601	$6,000			$6,000
492	BRIDGE AID PROGRAM	9131	$100,000	$0		$100,000
493	CULVERT REPLACEMENT PROGRAM THRU 2017	9817	$100,000	$0		$100,000
494	REPAVING PROGRAM 2013-2017	200911	$3,000,000	$600,000	(f)	$2,400,000
495	SIGNAL/SAFETY IMPROVEMENTS	200427	$1,250,000	$0		$1,250,000

(a) Project includes a change in scope. No additional expenditure authority is requested in 2016.
(b) Capital Project Fund Balance is budgeted to cover this project (see footnote (m) on next page).
(c) Federal/State highway revenue.
(d) Includes local highway reimbursement of $1,218,000 and County Highway Improvement Program – Discretionary (CHIP - D) funding of $544,000
(e) Local highway reimbursement.
(f) Includes CHIP funding of $300,000 and CHIP – D funding of $300,000.

Pg #	PROJECT TITLE	Project Number	2015 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PARKS AND LAND USE					
497	ENERGY EFFICIENCY IMPROVEMENTS	201208	$180,000	$65,000	(g)(l)	$115,000
498	MINOOKA RESTROOM SHELTER	201602	$50,000			$50,000
499	RETZER NATURE CENTER MRF EDU SPACE RENOVATION	201606	$356,000	$356,000	(h)	$0
500	LAKE COUNTRY TRAIL STH 67 UNDERPASS	201607	$229,000	$50,000	(i)	$179,000
501	NAGAWAUKEE ICE ARENA DASHER BOARD PROJECT	201608	$216,800	$216,800	(j)	$0
502	PAVEMENT MANAGEMENT 2013 - 2017	200824	$500,000	$0		$500,000
	IT - SHERIFF					
503	SEC REC/DISPLAY EQPMNT RPLCMNT/VIDEO VISIT STUDY	201615	$55,000	$55,000	(k)	$0
	IT - COUNTY BOARD/COUNTY CLERK					
505	COUNTY BOARDROOM TECHNOLOGY UPGRADE PROJECT	201619	$115,000		(l)	$115,000
	COUNTYWIDE TECHNOLOGY PROJECTS					
507	PAYROLL/HUMAN RESOURCES INFORMATION SYSTEM	201617	$75,000			$75,000
	EST. FINANCING (Includes Arb Rebate/Discount)	999999	$130,000	$0		$130,000
	TOTAL EXPENDITURES/Fund Balance Applied/Net $ Needed		$20,782,800	$4,045,800		$16,737,000

ADDITIONAL REVENUES & FUND BALANCE-GENERALLY APPLIED			
STATE COMPUTER EQUIPMENT EXEMPTION	$600,000		
STATE SHARED REVENUE/UTILITY PAYMENT	$100,000		
GENERAL FUND BALANCE	$230,000	(l)	
CAPITAL PROJECT FUND BALANCE	$1,785,000	(m)	
DEBT ISSUE PROCEEDS	$12,000,000		
INVESTMENT INCOME EARNED ON DEBT ISSUE	$275,000		
TOTAL FROM OTHER FUNDING SOURCES			$14,990,000
TAX LEVY			$1,747,000

(g) Project includes $65,000 of Golf Course Fund Balance to fund energy efficiency improvements related to that enterprise fund. The project is also funded with $115,000 of General Fund Balance to cover the cost of non-enterprise energy efficiency improvements (see footnote (l)).
(h) Material Recycling Fund Balance.
(i) Local share reimbursement.
(j) Ice Arena Fund Balance.
(k) Prior-year jail assessment fee revenues reserves.
(l) Projects are funded with $115,000 of General Fund Balance each.
(m) Capital Project Fund Balance is budgeted to cover costs of the project to demolish the former Health and Human Services Building.

GENERAL SUMMARY

The 2016 capital project expenditures increase $4,641,400 from the 2015 Adopted Budget to about $20.8 million. Changes are identified by functional area below.

Justice and Public Safety

Projects in this functional area total about $2.6 million, which is an increase of about $2.4 million from the prior year budget. The 2016 Budget includes funding to replace HVAC equipment at the Law Enforcement Center, estimated at $2,376,000, and for design work related to the project to expand the Waukesha County Communications Center (WCC), estimated at $203,000. The WCC expansion is expected to be complete in 2017 and will allow new municipal partners to join County dispatch and provide needed space to manage large-scale emergency events. The budget also includes $55,000 to study replacement of the Jail's security recording and display system and video visitation equipment.

Parks, Environment, Education and Land Use

Projects in this functional area total about $1.5 million, a decrease of about $58,000 from the 2015 budget level. Maintenance of existing facilities includes $500,000 for the Parks pavement management plan, $216,800 for replacement of dasher boards at the Naga-Waukee Ice Arena (funded with Ice Arena Fund Balance) and $180,000 for energy-saving lighting upgrades at clubhouse facilities at Nagawaukee and Wanaki golf courses and the Retzer Nature Center (Golf Course lighting upgrades funded with Golf Course fund balance). The lighting projects are expected to have a five-year return-on-investment due to lower electrical utility costs.

A separate project at the Retzer Nature Center will remodel space to allow room for classroom and exhibit space for the Waukesha County recycling education program (budgeted at $356,000 and funded with Material Recycling Facility Fund Balance). A new trail project will provide an underpass for the Lake Country Trail as it crosses State Highway 67 in Oconomowoc. Engineering and utility relocation costs of $229,000 are budgeted in 2016, with construction planned in 2017. Design work for a new restroom and shelter at Minooka Park, is budgeted at $50,000 in 2016. Construction is planned in 2017 and will complete a multi-year effort to upgrade restroom facilities that meet needs and expectation of park patrons throughout the park system.

Public Works

Project expenditures in the Public Works functional area total $16.3 million, an increase of $3.5 million from the 2015 Adopted Budget. Projects include buildings, highways and the airport as follows:

<u>Buildings</u>

Building infrastructure improvements total about $2.7 million. The 2016 budget includes about $1.8 million to complete the demolition of the former Health and Human Services Building, $700,000 to continue roofing upgrades on the UW-Waukesha campus and $200,000 for HVAC upgrades at highway substations.

<u>Highways</u>

The 2016 capital budget for roadways continues priorities established in four categories and includes projects in all categories to provide a balanced plan. Projects and funding priorities are identified below.

Repaving

A funding level of $3.0 million is budgeted for annual County Trunk Highway (CTH) repaving program with a goal of covering approximately 20 miles of road. In addition, $2,128,000 is budgeted to rehabilitate CTH C (Genesee Street), from Mill Street to Oakwood Road, in the City of Delafield ($741,000 funded by City). Nearly $1,798,000 is budgeted to rehabilitate CTH NN, from State Highway 83 to CTH 83, in the Village of Mukwonago ($1,762,000 funded by Village). Land acquisition of $1,164,000 for the rehabilitation of CTH I (Beloit Road), from CTH ES (National Avenue) to CTH O (Moreland Road), in the City of New Berlin, is budgeted in 2016.

Bridges/Culverts

The existing culvert replacement program continues with an appropriation of $100,000. Bridge rehabilitation and reconstruction projects include additional funding of $286,000 for the CTH P Bark River Bridge, $119,000 for the CTH Q Oconomowoc River Bridge and $6,000 for preliminary design for the CTH I Fox River Bridge. The 2016 budget includes $100,000 for the bridge aid program, which covers half the cost of municipal bridge reconstruction and repair. Federal Bridge Aid funding, which is managed by the State Department of Transportation and not included in the County Budget, totals about $1.8 million.

Signal & Safety Improvements

Project costs of $1,250,000 are budgeted in 2016 to address intersection improvement including traffic signals and turn lanes at the top-rated locations over the next two years (2016-17). Ratings are based on safety, traffic congestion and roadway safety audits to identify the use of lower-cost remediation strategies. Current and future construction costs are expected to be mostly covered with federal Highway Safety Improvement Program (HSIP) funding, totaling about $4.9 million (not included in County budget).

Priority Corridors
The 2016 budget includes funding for two projects to increase capacity on CTH M (North Avenue), consisting of two phases: (1) 2.1 miles between CTH YY (Pilgrim Road) to East County Line (124th Street) in the City of Brookfield and Village of Elm Grove; and (2) 1 mile between Calhoun Road and CTH YY, in the City of Brookfield. The 2016 budget includes $1 million in land acquisition for the first phase, and $524,000 in design work for both projects. Construction is planned for 2018-2019. Both projects are estimated to total $25.8 million, with federal aid covering $15.5 million, the City and Village contributing $300,000 for local street amenities, and the County's share at about $10 million over the life of the project. The 2016 budget also includes $2.1 million for construction of the West Waukesha Bypass project. This project will relieve the congestion on nearby roads that has resulted from the continued growth and development in the area.

Airport
The existing project to implement runway safety areas in accordance with Federal Aviation Administration rules includes a change in scope to add runway pavement, relocate navigational equipment, realign Silvernail Road and implement declared distances. No additional funding is requested in the 2016 budget. The current federal timeline is for design in 2016 and construction in 2017.

County Wide Technology Investments
Countywide technology projects total $190,000 in the 2016 budget, including $115,000 to upgrade County Boardroom technology in 2016. The current system is approximately 25-years-old and becoming difficult to repair. The project will upgrade technology to better support Supervisor vote tracking on agenda items, audio transmission of floor debates and visual presentation of vote tallies as well as visual presentation of supporting documents and public presentations. The 2016 budget also includes $75,000 to study options for upgrading the Payroll and Human Resources information systems. The main purpose of this project is to develop strategies needed to acquire a system(s) that will offer greater functionality than the current systems, integrate and automate processes and facilitate new reporting requirements (e.g., ACA).

Project Revenue Funding
Revenues and various fund balance appropriations for project funding increase by about $2.7 million to $7 million for the 2016 Budget.

Project specific revenues increase by $2,585,500 to $3,353,000. These revenues include $1,959,000 for the local share of road projects to cover the cost of additional street amenities (e.g., sidewalks): (1) $1,218,000 from the Village of Mukwonago for the rehabilitation of CTH NN, from State Highway 83 to CTH ES; (2) and $741,000 from the City of Delafield for the rehabilitation of CTH C (Genesee Street), from Mill Street to Oakwood Road. In addition, $600,000 of federal County Highway Improvement Program (CHIP) funding is budgeted to partially cover County highway repaving costs. Another $544,000 of CHIP funding is budgeted to partially cover the County's share of project costs for the CTH NN project, mentioned above. The West Waukesha Bypass includes a $200,000 reimbursement from the State Department of Transportation to construct an intersection. The 2016 budget also includes a $50,000 reimbursement from the City of Oconomowoc for half the estimated design costs for the project to construct an underpass along the Lake Country Trail where it crosses under State Highway 67.

Revenues also include State payments received for personal property tax exemption for technology equipment of $600,000 and State shared revenue/utility payments allocated to Capital Projects budget estimated at $100,000.

Use of Fund Balance in 2016 totals $2,707,800, which is an increase of $183,900. This includes $1,785,000 of **Capital Projects Fund Balance**, to fund the demolition of the former Health and Human Services Building. **General Fund Balance** of $285,000 is budgeted to fund $115,000 of energy efficiency lighting upgrades at non-enterprise parks system facilities (i.e., Retzer Nature Center); $115,000 to upgrade County Boardroom technology; and $55,000 (Jail assessment reserves) to study the replacement of the Jail's security recording/display system and video visitation system. Other uses of various fund balances in the 2016 budget include $356,000 of **Material Recycling Facility (MRF) Fund Balance**, $216,800 of **Ice Arena Fund Balance** and $65,000 of **Golf Course Fund Balance.**

Borrowed funds are budgeted at $12 million, a $2 million increase from the 2015 budget. Investment income is budgeted at $275,000, a decrease of $25,000 from the 2015 budget. Property tax levy funding at $1,747,000 is a reduction of $103,000 from the 2015 Adopted Budget. Tax levy and the use of governmental fund cash balance and other revenues maintains the County's "down payment" at 27% of net capital expenditures, well above the policy target of 20%.

OPERATING IMPACTS BY FUNCTIONAL AREA

Justice and Public Safety

The future expansion of the Waukesha County Communications Center (WCC) will accommodate additional staffing and equipment needs as new municipal police and fire agencies join County dispatch. Future municipal members should experience net savings from the economies of the WCC. On the County side, the additional staffing and equipment will increase personnel and maintenance costs as new municipal agencies join County dispatch. The additional square footage of the building would also likely result in increased utility expenses.

The project to upgrade mechanical HVAC equipment at the Law Enforcement Center is expected to help reduce energy consumption through newer, high-efficiency equipment with direct digital controls.

The consultant studies in 2016 for replacement of the Jail Security and Recording System and the Jail's Video Visitation equipment will identify operational impacts to maximize potential efficiencies.

Park, Environment, Education and Land Use

An energy conservation project to install LED lighting at Naga-Waukee and Wanaki golf courses, the Retzer Nature Center and other parks facilities is expected to reduce energy costs with a return on investment of approximately five years.

Wanaki Golf Course bridges are planned to be replaced over the next three years. The number of bridges will be reduced to avoid future maintenance costs. The project is also expected to improve river flow and reduce flooding which may help limit golf course closures and loss of revenue.

Public Works - Buildings

The capital plan includes two projects to replace aging HVAC equipment with more energy-efficient technology, resulting in lower utility costs, including at the Highway Operations/Fleet building and the Highway substations.

Public Works - Highways

Annual operating costs for additional lane miles are estimated at approximately $7,000 per lane mile. Since 1998, the County has used a highway pavement management program to achieve an average Pavement Condition Index (PCI) rating of 70. Since 1998, the overall average PCI rating of all County Trunk highways has improved from 60.6 in 1998 to a 65 for 2014. The County follows Wisconsin Department of Transportation guidelines for bridge replacement. Structure rehabilitation is warranted when the sufficiency number drops below 80, and a structure replacement is warranted when the sufficiency number drops below 50. The Highway Engineering division continues to work to maintain an average sufficiency index rating of 80 or higher for all county bridges.

Technology Projects

The capital budget includes a project to study options for upgrading the Payroll system and expanding the Human Resources information system. The new system(s) is expected to include annual software licensing and maintenance costs, but will likely be partially offset by savings from automating a number of processes that are currently performed manually.

A project to upgrade the Waukesha County Boardroom, to improve vote tracking, audio transmissions of floor debates and presentations, is expected to result in annual server and software licensing maintenance costs of between $4,000 and $6,000.

Project Title:	Runway 10/28 Safety Areas	**Project #:**	A-200310
Department:	Public Works - Airport	**Project Type:**	Airport
Phase:	Preliminary Design	**Sponsor:**	
Budget Action:	C - Scope	**Manager:**	Allison Bussler, DPW Director
Date:	August 27, 2015		

CAPITAL BUDGET SUMMARY

Year Project Phase	2007 Design	Phase I-2013 Construction	Phase II - 2014 Construction	Total Project
Expenditure Budget	$356,500	$260,000	$180,000	$796,500
Revenue Budget	$356,500	$260,000	$180,000	$796,500
Net County Cost	$0	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Construction	$13,234,200	WI BOA 5%	$796,500
Design	$1,191,100	FAA 90%	$14,288,100
Construction Admin	$1,455,800	Project dependent on available Federal and/or State Funding	
Total Project Cost	$15,881,100	Total Revenue	$15,084,600
EXPENDITURE BUDGET	$796,500	**REVENUE BUDGET** (Airport Fund Balance)	$796,500

Project Scope & Description

To improve the currently non-compliant runway 10/28 safety area (RSA) and object free area (OFA) to provide for standard RSA and OFA dimensions by adding 400 feet of pavement on the West end of Runway 10/28, relocating navigational equipment, realigning Silvernail Rd., and implementing declared distances for arriving and departing aircraft. The previous scope involved implementing declared distances, but only on existing pavement, which would shorten the runway. The current Federal timeline is for design in 2016 and construction in 2017.

Location

Safety Areas off the west end of runway 10/28.

Analysis of Need

In October of 1999, the FAA issued Order 5200.8, *Runway Safety Area Program*. The RSA is intended to provide a measure of safety in the event of an aircraft excursion from the runway by significantly reducing the extent of personal injury (to both people on the ground and in the aircraft) and aircraft damage during overruns, undershoots and veer-offs. It is the objective of the Runway Safety Area Program that all RSA's at federally obligated airports conform to the standards set forth in FAA Advisory Circular (AC) 150/5300-13, *Airport Design.* As part of the Master Plan process there was a review of the RSA. Based strictly on above ground objects the RSA does not meet the FAA requirements. Pewaukee Road penetrates the RSA by an average of 375 feet, while Silvernail penetrates the RSA at an angle, with encroachment at the southwest corner by approximately 200 feet and encroachment at the northeast edge by 700 feet. Changes to airport design criteria, lack of federal funding for several years, changes in cost share percentages and concurrence from different divisions of FAA delayed project. In March 2012, the FAA agreed on a course of action.

With safety area compliance projects becoming a high priority for the BOA, it would be prudent to include this project in the plan in order to get it included in the BOA capital plan to ensure that the state can program adequate funds.

Alternatives

In the environmental analysis for the project, several alternatives were identified including the installation of Engineered Material Arresting System (EMAS), the addition of pavement on both ends of runway 10/28, and tunneling Pewaukee and/or Silvernail Rd. All of these options were found to be more impactful and more expensive both in construction costs and long term maintenance costs than the preferred alternative identified by this Capital Project. Additionally, the other alternatives served to shorten the available length of the runway which is unacceptable to our current users and to the projected aircraft operating demands.

Ongoing Operating Costs

The ongoing operating costs would be associated with the continued maintenance required for upkeep of the extended pavement, plus the extra area required for snow removal.

Previous Action

Approved for design, initial request for construction.

Project Title:	Communication Center Expansion	**Project #:**	200808
Department:	Public Works - Buildings	**Project Type:**	Facility Expansion
Phase:	Preliminary Design	**Sponsor:**	Gary Bell, Emerg. Prep. Director
Budget Action:	C – Scope, C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 26, 2015		

CAPITAL BUDGET SUMMARY

Year	2015	2016	2017	Total
Project Phase	Budget & Concept	Design	Construction	Project
Expenditure Budget	$45,000	$203,000	$3,483,000	$3,731,000
Revenue Budget	$0	$0	$708,400	$708,400
Net County Cost	$45,000	$203,000	$2,774,600	$3,022,600

COST DOCUMENTATION		**REVENUE**	
Architect	$248,000	Municipal Cost Share per ordinance*	$350,000
Construction	$2,976,000	New Berlin Joining fee for	$358,400
Contingency	$238,000	infrastructure received in 2012	
Survey/Soil Test/Permits/Etc	$28,000	and reserved in General Fund Balance	
Furniture	$241,000		
Total Project Cost	$3,731,000	Total Revenue	$708,400
EXPENDITURE BUDGET	$3,731,000	**REVENUE BUDGET**	$708,400
		*Future new large member that requires expansion	

Project Scope & Description

This project was proposed in 2008 and will incorporate space for the Waukesha Communications Center (WCC) to accommodate additional dispatch agencies and space for the Emergency Operations Center (EOC) to better handle countywide emergencies. This project adds an approximate total of about 7,500 square feet to the WCC. Based on further research, the hiring of a new director, EOC training exercises, and actual experience with a large incident, the project expands the EOC to properly necessitate these functions. The project will also include storage and administrative space to free up existing space in the current facility to accommodate future county wide dispatch for all jurisdictions and have the needed space to better manage significant incidents.

Location

Waukesha County Communications Center, 1621 Woodburn Road, Waukesha, WI 53188

Analysis of Need

The existing facility was completed in 2004 and started operations that same year. The facility was designed to handle all the agencies that committed originally and a small increase to the number of agencies in the future. The current dispatch floor has workstations for fourteen 9-1-1 positions, one 9-1-1 supervisor position and two supervisor workstations. While the facility is capable of handling increases in activity and a small number of new partners in the existing structure, at some point the facility will need to expand to accommodate substantial growth due to more agencies joining. Since 2004, three police departments and three fire departments have been added to the WCC, as well as additional emergency management and Information Technology Division personnel. The most recent addition was in 2012 with New Berlin Police and Fire becoming part of the WCC. Within the next couple of years, growth is estimated to include additional police and fire departments, but the size of these agencies is unknown at this point. In addition, space is needed in the EOC to handle countywide incidents. The current square footage is insufficient for substantial growth due to new agencies. Construction costs are updated based on budget and concept developed in 2015. The increase in construction cost is related to the parking lot, site and drainage improvements, and increase in building square footage.

Alternatives

- Until the building is expanded, the dispatch floor can be re-configured to add up to four 9-1-1/dispatch positions and convert the two supervisors' workstations to 9-1-1/dispatch workstations, but room for support staff, storage, meeting rooms, etc. is in short supply.
- Only allow one partner/agency and deny all other agency requests.
- Create new formula to better account for all cost of new agencies that join the dispatch center.

Ongoing Operating Costs

The major components of the building already exist. Additional space and equipment will require additional staff and increases in personnel, maintenance and utilities costs. Estimated costs will be determined as the project construction design plan is completed.

Previous Action

2008-2012 capital plan: approved as new. 2009-2013, 2010-2014, 2011-2015; 2013-2017 capital plans: delayed one year. 2012-2016 capital plan: cost update. 2014-2018 capital plan: approved as planned. 2015-2019 capital plan: scope and cost update.

Return to Table of Contents

Project Title:	LEC Mechanical Upgrades	**Project #:**	201413
Department:	Public Works - Buildings	**Project Type:**	Mechanicals/Bldg Systems
Phase:	Construction	**Sponsor:**	Public Works
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	September 9, 2015		

CAPITAL BUDGET SUMMARY

Year	2015	2016	Total
Project Phase	Budget & Concept, Design	Construction	Project
Expenditure Budget	$220,000	$2,376,000	$2,596,000
Revenue Budget	$220,000	$0	$220,000
Net County Cost	$0	$2,376,000	$2,376,000

COST DOCUMENTATION		**REVENUE**	
Architect	$220,000	Energy rebates will be identified prior to construction year.	
Construction	$2,200,000		
Contingency	$176,000		
		Jail Assessment Fund Balance	$220,000
Total Project Cost	$2,596,000	Total Revenue	$220,000
EXPENDITURE BUDGET	$2,596,000	**REVENUE BUDGET**	$220,000

Project Scope & Description

This project will upgrade the HVAC infrastructure including chillers, air handling units, variable air volume (VAV) boxes, controls, pumps, and motors at the Law Enforcement Center (LEC).

Location

Law Enforcement Center, 515 West Moreland Blvd., Waukesha, WI 53188

Analysis of Need

The Law Enforcement Center was constructed in 1993 and houses administrative staff and jail cells. The LAW study is a planning document to help the county plan for equipment replacement at the end of a piece of equipment's estimated useful life, but before it fails. Mechanical HVAC equipment normally has a useful life of approximately 25 years depending on the quality of the equipment and the frequency of maintenance. With proper maintenance the useful life of the equipment can be extended. At the time of replacement the HVAC mechanical equipment will be 23 years old. Being a 24/7 operation, the chiller units, VAV boxes, and associated equipment at the LEC have a reduced life expectancy and experienced significant problems needing repairs in the last few years. The chillers and related equipment are outdated, use significantly more energy than new high efficiency models and have reached the end of their useful life. As a 24/7 Law Enforcement and Corrections facility, it is imperative that the County provide a properly conditioned environment for Law Enforcement and Corrections staff and inmates.

The project was updated in the 2015-2019 capital plan to include VAV boxes and associated controls due to equipment failure. Also these VAV boxes are no longer manufactured nor supported, so simply replacing them requires an expensive kit to continue with the temporary VAV technology.

Alternatives

Delay the project and replace equipment only when it can no longer be repaired, breaks down frequently and/or operation interruptions cannot continue to be tolerated. To replace the equipment when it breaks will result in excessive costs for temporary air conditioning, equipment acquisition, and significant operation interruptions. The replacement chiller and related equipment has a 90 day lead time for manufacturing and delivery. A planned, end of useful life, chiller and related equipment replacement will allow for minimal operational interruptions and equipment down time.

Ongoing Operating Costs

Energy consumption will be reduced by replacing the older equipment with newer high efficiency equipment and direct digital controls. Energy consumption reductions will be determined as part of the budget and concept design in 2015.

Previous Action

2014-2018 capital plan: approved as new project

Project Title:	Highway Substations HVAC Upgrades	**Project #:**	201109
Department:	Public Works - Buildings	**Project Type:**	Mechanicals/Bldg Systems
Phase:	Preliminary Design	**Sponsor:**	Public Works
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 27, 2015		

CAPITAL BUDGET SUMMARY

Year	2014	2016	Total
Project Phase	Budget & Concept Design	Construction	Project
Expenditure Budget	$36,000	$200,000	$236,000
Revenue Budget	$0	$0	$0
Net County Cost	$36,000	$200,000	$236,000

COST DOCUMENTATION		**REVENUE**	
Architect	$36,000		
Construction	$184,000		
Contingency	$16,000		
Total Project Cost	$236,000	Total Revenue	$0
EXPENDITURE BUDGET	$236,000	**REVENUE BUDGET**	$0

Project Scope & Description

HVAC equipment controls and upgrades at the four Highway Division substations. Based on a consultant report identifying fewer pieces of equipment requiring replacement, project costs are reduced $375,000 for 2016. In recent years, individual pieces of equipment have failed and have already been replaced on an as-need basis through the Building Improvement Plan in the Department of Public Works operating budget.

Locations

Nashotah Substation–N46W33480 CTH R, Nashotah, WI 53058
New Berlin Substation–20300 W. Lawnsdale Road, New Berlin, WI 53058
North Prairie Substation–126 Oakridge Drive, North Prairie, WI 53153
Sussex Substation–N51W23093 Lisbon Road, Sussex, WI 53098

Analysis of Need

The equipment targeted to be replaced in this project has been identified to have reached the end of its useful life. Mechanical HVAC equipment normally has a useful life of approximately 25 years depending upon the quality of the equipment and the frequency of maintenance. With proper maintenance the useful life of the equipment can be extended. The substations were constructed as follows: Nashotah 1972 (43 years ago), New Berlin 1950 (65 years ago), North Prairie 1988 (27 years ago) and Sussex 1965 (50 years ago). The project proposes a concept and budget in 2014 to determine which equipment needs to be replaced, reconditioned or reused. This project will also allow the County to install high-efficiency equipment to reduce annual utility costs.

Alternatives

Repair or replace equipment when it breaks down.

Ongoing Operating Costs

Energy consumption will be modestly reduced with more efficient equipment.

Previous Action

- 2011-2015 capital plan: approved as a new project
- 2012-2016 capital plan: approved with cost update
- 2013-2017 capital plan: delayed
- 2014-2018 capital plan: approved as planned
- 2015-2019 capital plan: approved as planned

Project Title:	Demolish Former Health & Human Services Building	**Project #:**	201503
Department:	Public Works - Buildings	**Project Type:**	Demolition
Phase:	Demolition	**Sponsor:**	Public Works
Budget Action:	C – Scope, C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 26, 2015		

CAPITAL BUDGET SUMMARY

Year	2015	2016	Total
Project Phase	Design/Demolition	Demolition	Project
Expenditure Budget	$1,515,000	$1,785,000	$3,300,000
Revenue Budget	$0	$0	$0
Net County Cost	$1,515,000	$1,785,000	$3,300,000

COST DOCUMENTATION		**REVENUE**	
Design*	$100,000	Most of project will be funded with	
Removal/Demolition	$3,000,000	appropriated Capital Project Fund Balance.	
Contingency	$200,000		
Total Project Cost	$3,300,000	Total Revenue	$0
EXPENDITURE BUDGET	$3,300,000	**REVENUE BUDGET**	$0

*Includes demolition consultant.

Project Scope & Description

This project includes the demolition of the former HHS buildings. The project includes the stabilization of site conditions, the construction of approximately 70 new public parking spaces and the preservation of the existing cellular tower/smoke stack.

Location: The former HHS building is located at 500 Riverview Drive, Waukesha, WI 53186.

Analysis of Need

The main building is over 100 years old (opened in 1910). As a result of a 1995 facilities improvement study of the Health and Human Services Building, the Waukesha County Board in 1995 approved expending nearly $1.3 million for building maintenance to extend the service life of the building 10-15 years. The facility analysis showed that it would not have been prudent use of tax dollars to make a greater investment in the building to extend the service life. The decision by the Waukesha County Board to extend the service life of the building 10-15 years started the planning process for a replacement Health and Human Services Building.

In 2010, the Waukesha County Board approved a capital project to construct a new Health and Human Services Building on the Moor Downs property to replace the former building. The new Health and Human Services Building was opened in 2013.

In 2013, Waukesha County evaluated use of the former Health and Human Services Building as temporary space for Courts operations during a future Courthouse remodeling project. The analysis showed that the former Health and Human Services Building would not have been suitable for this temporary use.

Alternatives & Previous Actions

- Retain the building and continue to incur repair, maintenance, and liability costs.
- Alternatives pursued and abandoned:

  Pursued County Board Resolution 168-R-007 to sell and relocate or tear down the former Waukesha County Health and Human Services Building. There were no proposals received for the sale and relocation that met the intent of the resolution, leaving building demolition as the recommended alternative.

  Pursued County Board adopted Resolution 169-R-006 to consider potential developer proposals for the former HHS building. During the summer of 2015, the County received one proposal, and the request for proposal committee deemed the proposal incomplete and recommending rejecting the proposal. The proposal was rejected by the County Board at the August Board meeting.

Ongoing Operating Costs

Operating costs to continue to repair and maintain the former HHS building are expected to be $58,000/yr. Insurance costs will continue to be incurred at $16,000/yr. Vandalism and other liability will continue to be a concern in a vacant building.

Project Title:	UWW Roofing Upgrades	**Project #:**	201210
Department:	Public Works - Buildings	**Project Type:**	Roof Replacement
Phase:	Construction	**Sponsor:**	Public Works
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 27, 2015		

CAPITAL BUDGET SUMMARY

Year	2012	2015	2016	2017	2018	Total
Project Phase	Design	Design & Construction	Design & Construction		Design & Construction	Project
Expenditure Budget	$67,000	$1,442,000	$700,000	$0	$2,000,000	$4,209,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$67,000	$1,442,000	$700,000	$0	$2,000,000	$4,209,000

COST DOCUMENTATION		REVENUE	
Architect	$67,000		
Construction	$3,852,000		
Contingency	$290,000		
Total Project Cost	$4,209,000	Total Revenue	$0
EXPENDITURE BUDGET	$4,209,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project will repair and replace building envelope components on facilities at the University of Wisconsin–Waukesha (UWW) campus. The four main UWW campus facilities Northview/Library, Southview/Fine Arts, Commons/Administration/Westview and Fieldhouse are 49-years-old and constructed in 1966. The useful life of a roof ranges from 15 to 40 years depending on roof type. A 60 mil EPDM (rubber) roof usually lasts between 15 and 20 years. An asphalt ballasted roof has a useful life of 25 to 40 years. Extensive roof patching was undertaken in 2009 and tuckpointing completed in 2009 and 2010.

In the 2015-2019 capital plan, a portion of project funding originally planned for 2016 was delayed until 2018 to accommodate other priorities in the five-year capital plan. Funding remaining for 2015 and 2016 is budgeted to help ensure the roofs requiring more immediate attention are addressed in a timely manner. The roofs will continue to be monitored - and patched and repaired on an as needed basis.

Location

UWW Campus, 1500 N. University Avenue, Waukesha, WI 53188

Analysis of Need

A February 2009 roofing survey was completed on UWW facilities indicated that significant roofing upgrades are required to maintain the integrity of the roofs.

Alternatives

Continue to patch the roof as leaks occur.

Ongoing Operating Costs

Operating costs will be reduced for labor and materials associated with repairing leaks and associated damages.

Previous Action

- 2012-2016 capital plan: approved as a new project
- 2013-2017 capital plan: delay
- 2014-2018 capital plan: approved as planned
- 2015-2019 capital plan: cost update, delay

Project Title:	CTH I, CTH ES To CTH O Rehab	**Project #:**	201005
Department:	Public Works - Highways	**Project Type:**	Rehabilitation
Phase:	Preliminary Design	**Road Name:**	Beloit Road
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 27, 2015		

CAPITAL BUDGET SUMMARY

Year	2015	2016	2017	2018	Total
Project Phase	Design	Land	Construction	Construction	Project
Expenditure Budget	$353,000	$1,164,000	$681,000	$0	$2,198,000
Revenue Budget	$0	$0	$0	$0	$0
Net County Cost	$353,000	$1,164,000	$681,000	$0	$2,198,000

COST DOCUMENTATION		REVENUE	
Design	$293,000	Surface Transportation	$2,726,000
WisDOT Plan Review	$60,000	Program -	
Land Acquisition	$1,164,000		
Construction	$2,989,000		
Construction Management	$299,000		
Contingency	$119,000		
Total Project Cost	$4,924,000	Total Revenue	$2,726,000
EXPENDITURE BUDGET	$2,198,000	**REVENUE BUDGET**	$0

Project Scope & Description

This 1.8-mile long project involves the two-lane rehabilitation/reconstruction of CTH I to bring it up to current standards. Improvements may include: widening the roadway, shoulders and clear zone areas, regrading the ditches and drainage areas, and improving the side road intersections. This project will also improve the horizontal and vertical alignment east of Calhoun Road. The road base and surface will be crushed and re-laid with a new surface on the top.

Location

City of New Berlin

Analysis of Need

The roadway vertical and horizontal alignments are substandard. Additionally, many of the side ditches, shoulders, and clear zones are below current standards. This segment of highway also has a high accident rate. The eastern portion is quickly becoming developed and traffic on CTH I is increasing due to a new Children's Hospital facility and retail development which is being constructed at the corner of Moorland Road and CTH I. Other development is planned between Calhoun Road and Moorland Road. The 2012 traffic volume is 4,950 vehicles per day.

Alternatives

Re-pave CTH I. While addressing the pavement condition, this alternate will not address shoulder, drainage, and alignment issues that exist along CTH I.

Ongoing Operating Costs

Operating costs are not expected to change.

Previous Action

- 2011-2015 capital plan: approved as a new project.
- 2012-2016 capital plan: project approved as planned.
- 2013-2017, 2014-2018, 2015-2019 Capital Plans: project approved as planned

Project Title:	CTH Q. Oconomowoc River Bridge	**Project #:**	201201
Department:	Public Works - Highways	**Project Type:**	Bridge
Phase:	Preliminary Design	**Road Name:**	County Line Road
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 26, 2015		

CAPITAL BUDGET SUMMARY

Year	2016	2017	2018	Total
Project Phase	Design	Right of Way	Construction	Project
Expenditure Budget	$119,000	$22,000	$112,000	$253,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$119,000	$22,000	$112,000	$253,000

COST DOCUMENTATION		**REVENUE**	
Design	$97,000	Federal Bridge Aid (Anticipated)	$450,000
State Review for Design	$22,000		
Land Acquisition	$22,000		
Construction	$472,000		
Construction Management	$66,000		
Contingency	$24,000		
Total Project Cost	$703,000	Total Revenue	$450,000
EXPENDITURE BUDGET	$253,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is a replacement of the CTH Q bridge over the Oconomowoc River. A single span slab bridge is anticipated, but various structure types will be investigated. The roadway will remain two lanes over the bridge and will be constructed to current standards. The roadway profile will likely need to be raised in elevation at the bridge to provide adequate navigational clearance. This will require reconstruction of additional approach roadway to match the profile. Right of way was purchased to the ultimate width of 100 feet in the 1960's for most of the expected project limits. Additional right of way and easements will be acquired as needed. Federal bridge aid is anticipated to be used on this project and at 80% of construction phase is estimated at $450,000.

Location

Towns of Merton and Erin

Analysis of Need

The existing bridge (P-67-0078) is a single-span steel deck girder structure constructed in 1925. The concrete deck was replaced and widened in 1981. The deck is in fair condition, though the deck edges are now spalling. The girder paint system has failed and girders have deteriorated with the loss of section near the abutments and on the outermost girders. The abutments are deteriorating with areas of delamination and spalling. The bridge is considered both "structurally deficient" and "functionally obsolete". The structure sufficiency number is 35.9, which indicates that structure replacement is warranted according to WisDOT guidelines and makes the bridge eligible for federal bridge replacement funding with a sufficiency below 50. The 2013 traffic volume on this roadway segment was 3,120 vehicles per day.

Alternatives

Rehabilitation, which does not address all structural and geometric deficiencies.

Ongoing Operating Costs

Maintenance costs will be reduced in the early years after construction beyond 2018.

Previous Action

- Approved as a new project in the 2012-2016 capital plan.
- Approved as planned in the 2013-2017 capital plan.
- Approved with a cost update in the 2014-2018 capital plan.
- Approved as planned in the 2015-2019 capital plan.

Project Title:	CTH P, Bark River Bridge	**Project #:**	200606
Department:	Public Works - Highways	**Project Type:**	Bridge
Phase:	Construction	**Road Name:**	Sawyer Road
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	September 9, 2015		

CAPITAL BUDGET SUMMARY

Year	2007	2008	2009	2011	2015	2016	Total
Project Phase	Design	R/W	Const.	Const.	Const.	Const.	
Expenditure Budget	$124,000	$110,000	$96,400	$137,600	$106,000	$286,000	$860,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$124,000	$110,000	$96,400	$137,600	$106,000	$286,000	$860,000

COST DOCUMENTATION		REVENUE	
DOT Design Review	$30,000		
Design	$144,000	Federal Bridge Aid	$926,000
Land Acquisition	$110,000		
Construction	$1,306,000		
Construction Management	$131,000		
Contingency	$65,000		
Total Project Cost	$1,786,000	Total Revenue	$926,000
EXPENDITURE BUDGET	$860,000	REVENUE BUDGET	$0

Project Scope & Description

This project includes the replacement of an existing box culvert with a new culvert, dam spillway, and roadway approaches. The roadway will remain a two-lane facility and will be constructed to current standards. The project includes bicycle/pedestrian accommodations. The project includes land acquisition, as well as additional temporary and permanent easements. The Village of Summit has assumed ownership of the dam spillway. Waukesha County and Village of Summit have executed a project agreement. Per Federal Highway Administration (FHWA) rules, the spillway construction is ineligible for Federal Bridge funds; therefore, Waukesha County will fund 100% of the spillway portion of the project. The project will receive an estimated $926,000 in Federal Bridge Aid on the bridge portion of the project.

Increased funds for this project are needed due to soil conditions that require increased dewatering and excavation for box culvert foundation, as well as increased depth and size of four sheet pile retaining walls.

Location

Village of Summit.

Analysis of Need

The existing bridge (B-67-959) is a two-cell box culvert that was constructed in 1932. The upstream and downstream ends of the culvert are severely deteriorated. The railing is deteriorating and is substandard design. The structure has no approach guardrail. The roadway over the structure is narrow with minimal shoulders. The structure sufficiency number is 44.7, which indicates that a structure replacement is warranted, and eligible for federal funding as the sufficiency is below 50. There is a dam spillway constructed integrally with the box culvert on the upstream side of the culvert.

Alternatives

- Reconsider in a future capital plan.
- Reconstruct the existing bridge and roadway approaches to current WisDOT standards.

Ongoing Operating Costs Initial maintenance costs will be reduced.

Previous Action Approved as a new project in the 2006-2010 Plan. Approved with cost update in the 2007-2011, 2008 - 2012 Plans. Approved as planned in the 2009-2013 and 2010-2014 Plans. Approved with cost update in the 2011-15 Plan. Approved with cost update in the 2015-2019 capital plan.

Return to Table of Contents

Project Title:	Waukesha West Bypass	**Project #:**	200917
Department:	Public Works - Highways	**Project Type:**	Jurisdictional Plan Implementation
Phase:	Construction	**Road Name:**	Meadowbrook Road/Merrill Hills Road
Budget Action:	C – Scope, C - $ Update, C - Rev Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 30, 2015		

CAPITAL BUDGET SUMMARY

Year	2009	2010	2011 *	2012 *	2013	2016	Total
Project Phase	Design	Design	Right of Way	Right of Way	Construction	Construction	Project
Expenditure Budget	$250,000	$1,750,000	$2,000,000	$3,600,000	$1,220,000	$2,137,000	$10,957,000
Revenue Budget	$250,000	$0	$1,400,000	$3,600,000	$0	$200,000	$5,450,000
Net County Cost	$0	$1,750,000	$600,000	$0	$1,220,000	$1,937,000	$5,507,000

COST DOCUMENTATION		**REVENUE**	
Design	$3,382,000	Surface Transportation Program (STP)- (not budgeted)	$3,200,000
		STP - (Right of Way Acq.) budgeted	$2,600,000
Land Acquisition	$5,600,000	State ROW reimbursement	(State 100%)
Construction	$4,500,000	STP - (Right of Way Acq.) budgeted	$2,400,000
Construction Management	$450,000	County ROW reimbursement	(Cty 80%)
Contingency	$225,000	Capital project fund balance	$250,000
		WisDOT final Design reimbursement	$200,000
Total Project Cost	$14,157,000	Total Revenue	$5,450,000
EXPENDITURE BUDGET	$10,957,000	**REVENUE BUDGET**	$5,450,000

** Funding will only be spent if project proceeds per the memorandum of understanding.*

Project Scope & Description

Waukesha County has signed a memorandum of understanding (MOU) with the Wisconsin Department of Transportation (WisDOT) and City of Waukesha for completion of the West Waukesha Bypass, which clearly defines each party's responsibility for the completion of the corridor.

Under the terms of the MOU, Waukesha County is responsible for the completion of the environmental Impact Statement (EIS) and the preliminary design for the entire corridor. This capital project will complete the preliminary design for the West Waukesha Bypass from STH 59 to I-94, real estate acquisition for the entire corridor south of Northview Rd and the final design and construction of the West Bypass from USH 18 to Northview Rd. The roadway will be designed as a 4 lane facility.

The MOU further states that the City of Waukesha will construct the portion north of Northview Road. The Wisconsin Department of Transportation will construct the bypass between STH 59 and USH 18 and contribute toward the cost of real estate. Waukesha County will be responsible for real estate acquisition south of Northview Road up to the cost of $3 million (offset with 80% Federal funding) and the State of Wisconsin will reimburse the County for up to an additional $2.6 million for total land acquisition costs of $5.6 million. Waukesha County will also be responsible for the construction of the new roadway between USH 18 and Northview Road

As the Bypass will become a State Trunk Highway, a jurisdictional transfer agreement has been signed with WisDOT. STH 74 between STH 190 in Pewaukee and Menomonee Avenue in Lannon will be transferred to Waukesha County. CTH TT, Sunset to Northview and the new highway goes to the State jurisdiction.

The EIS is now complete and the project is progressing into final design and real estate acquisition. To make the construction of the USH 18 and West Bypass intersection simpler, the Wisconsin Department of Transportation has requested that the final design and construction of this intersection be included into Waukesha County's project to build the bypass from just north of USH 18 to Northview Rd. Hence the Wisconsin DOT will reimburse Waukesha County for the cost to design the USH 18 project - estimated at $200,000. A project agreement will be required for the design work. Design costs have been changed to account for actual design fees as well as a WisDOT request to include the final design of the USH 18 in the County's final design contract. Other cost increases reflect a $3,200,000 Federal funding cap for construction and the latest construction estimates, which use the latest bid unit prices to build the estimate.

Return to Table of Contents

Project Title:	Waukesha West Bypass	Project #:	200917
Department:	Public Works - Highways	Project Type:	Jurisdictional Plan Implementation
Phase:	Construction	Road Name:	Meadowbrook Road/Merrill Hills Road
Budget Action:	C – Scope, C - $ Update, C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	August 30, 2015		

Location
City and Town of Waukesha

Analysis of Need
The St. Paul Avenue-Sunset Drive-Merrill Hills Road corridor is a two-lane roadway that has been acting as a de facto West Waukesha Bypass since the portion of CTH TT between USH 18 and Northview Road was opened in 1997. New development has occurred adjacent to CTH TT as well as the areas west and south of the corridor with traffic volumes along CTH TT north of USH 18 over 16,000 vehicles per day and approximately 12,000 vehicles per day south of USH 18 and along Sunset. Traffic volumes along St. Paul Avenue are over 20,000 vehicles per day. Typically roadways are widened to four-lanes once traffic volumes reach 13,000 vehicles per day. From 2006 through 2008, there have been 145 crashes along the bypass route between Northview and STH 59 resulting in 56 injuries. Additionally Merrill Hills Road has substandard vertical and horizontal alignment, shoulder widths are narrow and most intersections lack bypass lanes. Although development has slowed along the corridor, growth in the area continues at a slower pace. This continued growth and the projected use of the road for I-94 traffic relief for those going south, will add further pressure to the existing under-capacity, substandard route and if the roadway is not improved will cause an increase in the rate of accidents and congestion.

Alternatives
Rehabilitate CTH TT which may address some of the geometric needs of the roadway, but does not meet the long term capacity requirements of the corridor.

Ongoing Operating Costs
Waukesha County will lose 3.4 miles of two-lane highway but gain 4.9 miles of two-lane roadway and 3.6 miles of four-lane road, a net gain of 17.4 lane miles. The total annual operating cost increase is estimated at $114,000. Potential revenue offsets include about $22,000 in state revenue associated with more miles in the overall CTH system to maintain. Additional lane miles from this project may qualify for federal funding for future capital projects as needed. These estimates are based on full implementation of jurisdictional transfers that are expected to take place over multiple years.

Previous Action
Project 200009, widen CTH TT between USH 18 and Northview was approved in previous budgets but was removed from the 2009 capital plan pending negotiations with the State of Wisconsin and the City of Waukesha. This project for the construction of the entire Waukesha West Bypass includes project 200009 but has had no previous County Board action. Approved as a new project by ordinance in 2009 in conjunction with approval of memorandum of understanding. Project expenditures have been modified for cost update in the 2011-2015 Plan. 2012-2016 capital plan: approved with cost and revenue updates. Approved with cost updates in 2013-2017 capital plan. Approved with cost updates in 2015-2019 capital plan.

Return to Table of Contents

Project Title:	CTH NN, STH 83 to CTH ES	**Project #:**	201006
Department:	Public Works - Highways	**Project Type:**	Rehabilitation
Phase:	Construction	**Road Name:**	CTH NN
Budget Action:	C – Scope, C - $ Update, C - Rev Update	**Manager:**	Allison Bussler, DPW Director
Date:	September 9, 2015		

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	2016	Total
Project Phase	Design	Design	Land/const	Const.	Project
Expenditure Budget	$288,000	$0	$818,000	$1,798,000	$2,904,000
Revenue Budget	$0	$0	$0	$1,762,000	$1,762,000
Net County Cost	$288,000	$0	$818,000	$36,000	$1,142,000

COST DOCUMENTATION		REVENUE	
Design	$50,000	CHIP - D	$544,000
Land Acquisition	$619,000	Mukwonago Agreement	$1,218,000
Construction	$1,950,000		
Construction Management	$190,000		
Contingency	$95,000		
Total Project Cost	$2,904,000	Total Revenue	$1,762,000
EXPENDITURE BUDGET	$2,904,000	**REVENUE BUDGET**	$1,762,000

Project Scope & Description

Rehabilitate 1.1 miles of CTH "NN" to meet Wisconsin Department of Transportation (WisDOT) design standards and provide a two-lane facility with a two-way-left-turn-lane throughout. At the request of the Village of Mukwonago, the project has been re-scoped to provide an urbanized roadway section, which consists of additional widening, curb and gutter, storm sewer, sidewalks and the need for a stormwater retention pond. An agreement to provide $1,218,000 in funding for these additional amenities for the Village will be required. Real estate acquisition is anticipated to 40 feet from the centerline, and additional easement and access rights may need to be purchased. The Department has allocated $544,000 in State CHIP-D funding (County Highway Improvement Program – Discretionary) for the project.

A Jurisdictional Transfer Agreement is planned between the Village of Mukwonago and the County for this segment of CTH NN. The Village is also in discussion with Wisconsin Department of Transportation to then transfer the roadway to WisDOT. WisDOT's ultimate plans may include the possibility of rerouting STH 83 to CTH NN. County staff is participating in those discussions and has communicated to the parties the County's intent to improve CTH NN while staying within the County's expenditure budget.

Location: Village of Mukwonago

Analysis of Need

This portion of CTH NN through Mukwonago carries 9,500 vehicles per day and is an arterial highway linking STH 83 to CTH ES and Holtz Drive. CTH NN and Holtz Drive act as a STH 83 bypass around the east side of Mukwonago. With two schools, a number of businesses and subdivision and condominium driveways, CTH NN has an odd mix of bypass and turn lanes. The pavement in this area is in poor condition with a pavement condition index of 32, roadway ditches are poor to non-existent and shoulders are below standard.

Alternatives

- Repave CTH NN. While addressing pavement condition, this alternate does not address access, drainage or shoulder issues along CTH NN.
- Rehabilitate/reconstruction of the existing roadway.

Ongoing Operating Costs

Operating costs may decrease in the early years following reconstruction.

Previous Action

- 2010-2014, 2013-2017 capital plan: approved as planned.
- 2012-2016 capital plan: revenue source modified.
- 2014-2018 capital Plan: Delayed
- 2015-2019 capital plan: Change in scope, Cost and revenue update.

Project Title:	CTH M, CTH YY to East County Line	**Project #:**	201008
Department:	Public Works - Highways	**Project Type:**	Priority Corridor
Phase:	Preliminary Design	**Road Name:**	North Avenue
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 26, 2015		

CAPITAL BUDGET SUMMARY

Year	2014	2015	2016	2017	2018	Total
Project Phase	Design	Design	Design/Land	Land	Const	Project
Expenditure Budg	$0	$1,098,000	$1,200,000	$1,800,000	$2,861,000	$6,959,000
Revenue Budget	$0	$0	$0	$0	$210,000	$210,000
Net County Cost	$0	$1,098,000	$1,200,000	$1,800,000	$2,651,000	$6,749,000

COST DOCUMENTATION		**REVENUE**	
Design	$1,090,000	STP - M (Anticipated)	$10,607,000
WisDOT Design Review	$208,000		
Land Acquisition	$2,800,000	Local Municipality	$210,000
Construction	$11,712,000		
Construction Management	$1,170,000		
Contingency	$586,000		
Total Project Cost	$17,566,000	Total Revenue	$10,817,000
EXPENDITURE BUDGET	$6,959,000	**REVENUE BUDGET**	$210,000

Project Scope & Description

This project involves the reconstruction and widening of 2.1 miles of CTH M (North Avenue) from CTH YY (Pilgrim Road) to 124th Street to four lanes and the replacement of a bridge over Underwood Creek. The use of a median or a two-way left turn lane to provide for left turn movements will be evaluated during the design phase of this project. The roadway alignment will stay at its present location. Land will be acquired to a distance of 60 feet from the roadway centerline and additional grading easements and vision corners may be required. Federal aid is anticipated to be used on this project and at 80% is estimated at $10,607,000. Additional revenue of $210,000 from the City of Brookfield and Village of Elm Grove is anticipated as the local share for sidewalk and other requested amenities. The cost update includes $200,000 moved from a related project (201202 CTH M, Calhoun Road to CTH YY) to provide funds for a single environmental document and other reports encompassing both projects. Also, construction management is updated to reflect standard road cost estimates.

Location

City of Brookfield, Village of Elm Grove

Analysis of Need

CTH M or North Avenue has been identified as a priority corridor for widening to four lanes by the Department of Public Works. This portion of CTH M is shown as a four-lane roadway in the 2035 SEWRPC Jurisdictional Highway Plans for Waukesha County. Traffic volumes recorded in 2011 along this portion of CTH M range from approximately 14,100 vehicles per day (VPD) at Pilgrim Road to 20,400 VPD at 124th Street. These volumes indicate that the existing two-lane roadway is beyond its operating capacity, and is in need of widening.

Alternatives

- Rehabilitate CTH M: This alternate will address pavement issues but will not provide the capacity warranted by traffic volumes, or improve ingress to the highway.
- Reconstruct CTH M to provide necessary additional capacity.

Ongoing Operating Costs

Operating costs are expected to increase by approximately $28,800 per annum for the additional lane miles after the 2018 construction phase is completed.

Previous Action

- 2010 -2014 capital plan: approved as a new project.
- 2011-2015, 2012-2016, 2013-2017 capital plans: approved with a cost update.
- 2014-2018, 2015-2019: As Planned

Return to Table of Contents

Project Title:	CTH M, Calhoun Rd – CTH YY	**Project #:**	201202
Department:	Public Works - Highways	**Project Type:**	Priority Corridor
Phase:	Preliminary Design	**Road Name:**	North Avenue
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 27, 2015		

CAPITAL BUDGET SUMMARY

Year	2016	2017	2018	2019	2020	Total
Project Phase	Design	Design/Land	Land	Construction		Project
Expenditure Budget	$324,000	$1,732,000	$0	$1,309,000	$0	$3,365,000
Revenue Budget	$0	$0	$0	$90,000	$0	$90,000
Net County Cost	$324,000	$1,732,000	$0	$1,219,000	$0	$3,275,000

COST DOCUMENTATION		**REVENUE**	
Design	$228,000	STP - M	$4,878,000
WisDOT Design Review	$96,000		
Land Acquisition	$1,732,000	City of Brookfield	$90,000
Construction	$5,406,000		
Construction Management	$511,000		
Contingency	$270,000		
Total Project Cost	$8,243,000	Total Revenue	$4,968,000
EXPENDITURE BUDGET	$3,365,000	**REVENUE BUDGET**	$90,000

Project Scope & Description

This project involves the reconstruction and expansion of approximately one mile of CTH M (North Avenue) from Calhoun Road to CTH YY (Pilgrim Road) to four lanes. The use of a median or a two-way left turn lane will be evaluated during the design phase of the project. The roadway alignment will stay at its present location. Land will be acquired to a distance of 60 feet from the roadway centerline with additional easements and vision corners as may be required. Federal aid of $4,878,000 and local funds of $90,000 are anticipated to be used on this project. Local funds are to be included to pay for sidewalks and additional amenities as requested by the City. The expenditure budget is decreased $200,000 to transfer funding to a related project (201008 CTH M, YY to East County Line) for environmental documentation that will accommodate both projects.

Location

City of Brookfield

Analysis of Need

CTH M or North Avenue has been identified as a priority corridor for widening to four lanes by the Department of Public Works. This portion of CTH M is shown as a four-lane roadway in the 2035 SEWRPC Jurisdictional Highway Plans for Waukesha County. Traffic volumes recorded in 2011 along this portion of CTH M are approximately 14,400 vehicles per day (VPD). These volumes indicate that the existing two-lane roadway is beyond the operating capacity, and is in need of widening.

Alternatives

- Rehabilitate CTH M: This alternate will address pavement issues but will not provide the capacity warranted by traffic volumes, or improve ingress to the highway.
- Reconstruct CTH M as described above.

Ongoing Operating Costs

Operating costs are expected to increase by approximately $13,700 per annum for the additional lane miles, after the planned 2019 construction is completed.

Previous Action

Approved as a new project in 2012-2016 plan
Approved with cost update in 2013-2017, 2014-2018, 2015-2019 plans
Delayed in 2015-2019 plan

Return to Table of Contents

Project Title:	CTH C, Mill Street to Oakwood Road	**Project #:**	201116
Department:	Public Works - Highways	**Project Type:**	Rehab/Jurisdictional Transfer
Phase:	Construction	**Road Name:**	Genesee Street
Budget Action:	C – Scope, C - $ Update, C - Rev Update	**Manager:**	Allison Bussler, DPW Director
Date:	September 9, 2015		

CAPITAL BUDGET SUMMARY

Year	2014	2015	2016	Total
Project Phase	Design	Design/Land	Land/Const	Project
Expenditure Budget	$130,000	$103,000	$2,128,000	$2,361,000
Revenue Budget	$0	$0	$741,000	$741,000
Net County Cost	$130,000	$103,000	$1,387,000	$1,620,000

COST DOCUMENTATION		**REVENUE**	
Design	$208,000	City of Delafield	$741,000
Land Acquisition	$83,000		
Construction	$1,800,000		
Construction Management	$180,000		
Contingency	$90,000		
Total Project Cost	$2,361,000	Total Revenue	$741,000
EXPENDITURE BUDGET	$2,361,000	**REVENUE BUDGET**	$741,000

Project Scope & Description

The City of Delafield passed a resolution dated July 28, 2008 requesting a jurisdictional transfer of this segment of roadway. The jurisdictional agreement will need to be finalized and approved by both parties. As part of this agreement, Waukesha County would enter into an agreement for cost-sharing of the reconstruction. Between Mill Street and Church Street, the project includes the reconstruction of the existing two-lane roadway to an urban section with bypass lanes as needed. The existing culvert structure will be replaced by a bridge and to improve the hydraulic capacity. Storm sewer, sidewalks and curb and gutter will be added. From Church Street to Oakwood Road, the pavement will be resurfaced and widened to provide on street bicycle accommodations and a path along the east side of the roadway. The road will remain a two-lane rural roadway. The City of Delafield's share of the project consists of the additional costs to incorporate the City-requested amenities, such as sidewalks, storm sewers, bypass lanes, streetscaping and landscaping, street lights, bike paths, decorative railings, etc. Additional funds are being requested because the costs for design and the city amenities are more than originally budgeted.

Location

City of Delafield

Analysis of Need

This roadway was last resurfaced in 1996 and the latest Pavement Condition Index (PCI) for this segment is 50. Major rehabilitation is recommended when PCI ratings drops below 40. Additionally, the twin galvanized steel culverts over the Bark River were placed in 1950 and show signs of deterioration. Traffic volumes within this segment have steadily increased to 10,036 vehicles per day (2013).

Alternatives

- Reconsider in a future capital plan.
- Reconstruct CTH C as outlined above.

Ongoing Operating Costs

Initial and future costs will be reduced as a result of the jurisdictional transfer.

Previous Action

- 2011-2015 capital plan: approved as a new project.
- 2012-2016, 2013-2017, and 2014-2018 capital plan: approved as planned.
- 2015-2019 capital plan: approved with cost update.

Return to Table of Contents

Project Title:	CTH I, Fox River Bridge	**Project #:**	201601
Department:	Public Works - Highways	**Project Type:**	Bridge
Phase:	Preliminary Design	**Road Name:**	River Road
Budget Action:	New	**Manager:**	Allison Bussler, DPW Director
Date:	August 26, 2015		

CAPITAL BUDGET SUMMARY

Year	2016	2017-19	2020	2021	Total
Project Phase	Concept	Budget	Design	Construction	Project
Expenditure Budget	$6,000	$0	$79,000	$96,000	$181,000
Revenue Budget	$0	$0	$0	$0	$0
Net County Cost	$6,000	$0	$79,000	$96,000	$181,000

COST DOCUMENTATION		**REVENUE**	
Budget/concept	$6,000	Federal Bridge Aid	$384,000
Design	$57,000		
State review for Design	$22,000		
Land Acquisition	$0		
Construction	$403,000		
Construction Management	$57,000		
Contingency	$20,000		
Total Project Cost	$565,000	Total Revenue	$384,000
EXPENDITURE BUDGET	$181,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is a rehabilitation of the CTH I bridge over the Fox River and is expected to include concrete deck replacement. In addition, the scope is expected to include railing replacement, approach paving, approach guardrail replacement, repair of riprap slope paving, and painting of the pier columns. The roadway will remain two lanes over the bridge. Right of way acquisition is not anticipated. The Waukesha County Bicycle Plan shows a proposed trail along the Fox River at the site of this project. This project does not include bridge widening for purpose of bicycle trail. A bridge rehabilitation report will be necessary to verify the cost effectiveness of the proposed rehabilitation scope. Following WisDOT approval of the rehabilitation report, Waukesha County will apply for an estimated $384,000 in federal bridge aid.

Location

Town of Waukesha

Analysis of Need

The existing bridge (B-67-097) is a two-span, pre-stressed concrete girder structure that was constructed in 1965. A concrete overlay was placed on the deck in 1996. The substructure and girders are generally in good condition. The bridge is considered “structurally deficient” due to the condition of the deck. The deck edges and soffit underside are spalling. A thermal infrared scan of the wearing surface in 2014 indicates the concrete overlay is 22% delaminated. The riprap slope paving beneath the bridge has missing stone, and should be repaired. The paint system is in poor condition on the cast-in-place pier columns. The structure sufficiency number is 77.2, which indicates that structure rehabilitation is warranted according to WisDOT guidelines and makes the bridge eligible for federal bridge funding (rehabilitation) with a sufficiency below 80. The 2013 traffic volume on this roadway segment was 2,325 vehicles per day

Alternatives

Reconstruct the existing bridge, but will not be eligible for federal bridge aid.

Ongoing Operating Costs

Maintenance costs will be reduced in the early years after construction beyond 2021.

Previous Action

None

Return to Table of Contents

Project Title:	Bridge Aid Program	**Project #:**	9131
Department:	Public Works - Highways	**Project Type:**	Bridge
Phase:	Program Project	**Road Name:**	
Budget Action:	As Planned	**Manager:**	Allison Bussler, Director DPW
Date:	August 27, 2015		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2016	2017	2018	2019	2020	Total Project
Expenditure Budget	$180,000	$100,000	$100,000	$0	$0	$0	$380,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$180,000	$100,000	$100,000	$0	$0	$0	$380,000

COST DOCUMENTATION		**REVENUE**	
Previous	$180,000		
2016 Appropriation	$100,000		
2017 Appropriation	$100,000		
2018 Appropriation	$0		
2019 Appropriation	$0		
2020 Appropriation	$0		
Total Project Cost	$380,000	Total Revenue	$0
EXPENDITURE BUDGET	$380,000	**REVENUE BUDGET**	$0

Project Scope & Description
The program provides assistance to municipalities for the replacement of large drainage structures. The project normally provides 50% of the funding for engineering, design, and construction of town-, village-, or city-initiated projects that do not receive federal or state aid.

Location
Various

Analysis of Need
Wisconsin Statute 82.08 requires the County to fund half the cost of construction or repair of local bridge and culvert projects initiated by townships. Such projects arise during the course of the budget year and funds are distributed on the basis of requests received. Requests that exceed the remaining funding for one year are carried over to the next year. This funding program has historically been expanded to cover all municipalities.

Alternatives
- County participation in the program is required by a statutory mandate.
- The County could opt out of participation with cities and villages.

Ongoing Operating Costs
The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action
- 1996-2000 capital plan: approved as on going program project as planned.
- 1997-1999: funding suspended.
- Approved as planned in subsequent five-year plans.
- 2001-2005 to 2009-2013 capital plans: approved with additional years.
- 2010-2014 through 2014-2018 capital plans: funding suspended.
- Approved with cost update in 2015-2019 capital plan.

Project Title:	Culvert Replacement Program Through 2017	**Project #:**	9817
Department:	Public Works - Highways	**Project Type:**	Bridge
Phase:	Program Project	**Road Name:**	Various
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 27, 2015		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2016	2017	2018*	2019*	2020*	Total Project
Expenditure Budget	$1,920,000	$100,000	$100,000	$0	$0	$0	$2,120,000
Revenue Budget	$20,000		$0	$0	$0	$0	$20,000
Net County Cost	$1,900,000	$100,000	$100,000	$0	$0	$0	$2,100,000

COST DOCUMENTATION		**REVENUE**	
Previous	$1,920,000		
2016 Appropriation	$100,000	Village of Pewaukee Reimbursement	$20,000
2017 Appropriation	$100,000		
Total Project Cost	$2,120,000	Total Revenue	$20,000
EXPENDITURE BUDGET	**$2,120,000**	**REVENUE BUDGET**	**$20,000**

* Funding levels for years after 2017 are as planned, but shifted to a new capital project #201618, Culvert Replacement Program 2018 – 2022.

Project Scope & Description
Provide annual funding for a countywide culvert replacement program.

Location
Various

Analysis of Need
The Public Works Department replaces a number of culverts every year because of deterioration. This program is designed to address larger culvert structures that require extensive design, more land acquisition and higher construction costs. Generally the individual cost of culvert replacements is approximately $50,000 and do not warrant capital projects. However, when grouped together the annual costs exceed $100,000. The County averages one to two culvert replacements per year under this program. Individual culvert locations are not normally known until the year they are to be replaced. For 2014, the Village of Pewaukee requested a water main relocation as part of culvert replacement project on CTH M, and is reimbursing the County for these costs, estimated at $20,000.

Alternatives
Schedule individual projects as needed.

Ongoing Operating Costs
The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action
- 1998-2002 capital plan: project approved as a new program.
- 2001-2005 capital plan: approved as planned.
- 2002-2006 to 2013-2017 capital plans: approved with additional years.
- 2014-2018 capital plans: approved with cost and revenue updates.
- 2015-2019 Approved as planned

Project Title:	Repaving Program 2013-2017	**Project #:**	200911
Department:	Public Works - Highways	**Project Type:**	Repaving
Phase:	Program Project	**Road Name:**	
Budget Action:	C - Rev Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 27, 2015		

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	2016	2017	Total
Project Phase						
Expenditure Budget	$1,200,000	$2,000,000	$3,000,000	$3,000,000	$3,000,000	$12,200,000
Revenue Budget	$0	$330,000	$330,000	$600,000	$600,000	$1,860,000
Net County Cost	$1,200,000	$1,670,000	$2,670,000	$2,400,000	$2,400,000	$10,340,000

COST DOCUMENTATION

	Paver Study	UWW Pav.	Hwy Paving & shouldering
2013	$20,000	$50,000	$1,130,000
2014	$70,000	$50,000	$1,880,000
2015	$50,000	$50,000	$2,900,000
2016	$50,000	$50,000	$2,900,000
2017	$50,000	$50,000	$2,900,000
Total Project Cost	$240,000	$250,000	$11,710,000
EXPENDITURE BUDGET			$12,200,000

REVENUE

County Highway Improvement Program (CHIP) and County Highway Improvement Program - Discretionary (CHIP-D)

	CHIP	CHIP-D	Total
2014	$330,000		$330,000
2015	$330,000		$330,000
2016	$300,000	$300,000	$600,000
2017	$300,000	$300,000	$600,000
Total Revenue	$1,260,000	$600,000	$1,860,000
REVENUE BUDGET			$1,860,000

Project Scope & Description

The project involves resurfacing or rehabilitation of county trunk highways to remove distressed areas and provide improved riding surfaces. It is the Department of Pubic Work's goal to pave approximately 20 miles of roadway on an annual basis. Crush, relay and surface or other alternative methods will be used as necessary in lieu of a simple patch and overlay. The project includes the cost of the ongoing Pavement Inspection Program, which determines the sections of highways to be repaved, along with the cost of shouldering, the paving program at UW-Waukesha and parking lots at the Department's substation facilities. The program now reflects using both CHIP and CHIP-D funding to offset project expenditures.

Location

Various locations throughout the county.

Analysis of Need

The Department of Public Works presently maintains about 400 centerline miles of asphalt-surfaced roadways on the county trunk system and the parking lots at UW Waukesha. The typical useful life of pavement is 15 years. The Department reconstructed existing two-lane roadways to four-lane facilities. These four-lane facilities are now coming to the end of their design life and need repaving. As asphalt pavements age, the surface tends to rut and crack due to vehicle loads and weathering of the asphalt. The Department has initiated a pavement management program, using Cartegraph's Pavementview software to rate pavement conditions and manage pavement projects. The average Overall Condition Index (OCI) of asphaltic pavements in 2014 was 65. It is the county's goal to maintain an average OCI rating of 70 with less than 10% of roadways under a PCI of 40. Resurfacing projects take into consideration the OCI of existing pavements and classification of the road. The OCI ratings are updated on a rolling three-year schedule.

Alternatives

- Spot repairs and patching. The result will be a slight delay in the deterioration of the system.
- Resurface roadways based on pavement conditions determined by the PAVER pavement management system and Department review.

Ongoing Operating Costs

The cost of maintaining a two-lane roadway in good condition is projected to cost approximately $7,000 per mile annually (2013).

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 and 2011-2015 capital plans: approved as planned.
- 2014-2018 capital plan: approved with revenue update.
- 2015-2019 capital plan approved as planned

Project Title:	Signals & Safety Improvements	**Project #:**	200427
Department:	Public Works - Highways	**Project Type:**	Spot Improvement
Phase:	Program Project	**Road Name:**	
Budget Action:	Scope Change – Add New Projects, Revenue Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 30, 2015		

CAPITAL BUDGET SUMMARY

Year	2014	2015	2016	2017	2018	2019	Total Project
Expenditure Budget	$950,000	$842,400	$1,250,000	$1,250,000	$0	$0	$4,292,400
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$950,000	$842,400	$1,250,000	$1,250,000	$0	$0	$4,292,400

COST DOCUMENTATION		REVENUE	
2014 Appropriation*	$950,000		
2015 Appropriation	$842,400		
2016 Appropriation	$1,250,000		
2017 Appropriation	$1,250,000		
2018 Appropriation	$0	Federal HSIP (Highway Safety Improvement Program)	$4,914,000
2019 Appropriation	$0		
Total Project Cost	$4,292,400	Total Revenue	$4,914,000
EXPENDITURE BUDGET	$4,292,400	**REVENUE BUDGET**	$0

*At year-end 2014, $250,000 of unspent appropriations were allowed to lapse since $250,000 of budgeted County Highway Improvement Program – Discretionary funding was not available for these projects, as originally budgeted.

Project Scope & Description

This program addresses roadway safety needs in two specific areas. Firstly, there are upgrades to existing traffic signals and new locations where traffic signals are warranted. Secondly, there are locations where there are significant safety issues, these may occur at intersections, or where there is poor roadway geometry. For the intersections that meet signal warrants, the Department will study signal and roundabout alternatives. For intersections that are upgraded, new equipment and some minor geometric updates will be included to increase intersection safety and performance. Where safety is the concern the Department will conduct safety studies and proceed with the solution which best addresses the observed needs. The following projects will be studied, designed and constructed over the next two years (2016-17). Others may be added if funding allows. Beginning in 2018, intersection and safety projects will be introduced separately and evaluated on their merits against all other capital projects.

			COST ESTIMATE		
Intersection	**Location**	**Year**	**County Share (In Co. Budget)**	**HSIP Funded (Not in Co. Budget)**	**Total Cost Estimate**
****CTH I, between Her DR and Pint Dr: realign roadway to remove substandard curve.**	**Town of Vernon**	**Design in 2016, Construction in 2017**	**$176,000**	**$1,016,000**	**$1,192,000**
CTH YY and Burleigh Rd - Intersection: Upgrade existing signals and improve turn lanes and approaches (Revised increase of $251,000).	City of Brookfield	Design in 2014/15, Construction in 2016	$1,619,000	$0	$1,619,000
CTH V V, CTH E Intersection: Install roundabout to reduce crashes.	Town of Merton	Design in 2015/16, Complete construction in 2017	$316,000	$1,043,000	$1,359,000
CTH JJ and Silvernail: Improve intersection to address high crash rates (Revised decrease of $257,000).	City of Pewaukee	Design 2014/15, Construction 2016	$105,000	$495,000	$600,000
****CTH CI, County line to STH 67, safety project to improve signing, marking, improve lateral clearances**	**Towns of Eagle and, Ottawa**	**Design in 2016 & 2017, Construction in 2018**	**$46,000**	**$276,000**	**$322,000**
CTH V V, Lilly Rd intersection: realign left turn lanes and upgrade traffic signal.	Village of Menomonee Falls	Design in 2015/16, Construction in 2017	$114,000	$716,000	$830,000
CTH KF/JK intersection: Add traffic signal and turn lanes to improve safety.	City of Pewaukee	Design in 2015/16, Construction in 2017	$200,000	$860,000	$1,060,000

****New project**

Return to Table of Contents

Project Title:	Signals & Safety Improvements	**Project #:**	200427
Department:	Public Works - Highways	**Project Type:**	Spot Improvement
Phase:	Program Project	**Road Name:**	
Budget Action:	Scope Change – Add New Projects, Revenue Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 30, 2015		

Analysis of Need

As the County's population continues to grow, roadway vehicular traffic volumes and crashes increase, resulting in the need to install new traffic signals or roundabouts, or make geometric changes to reduce crash rates, delays and congestion. Some existing signals are more than 20-years-old and are in need of new features such as turn arrows and pedestrian phases. Some high crash site locations do not meet traffic signal warrants and need to be addressed with other lower cost improvements.

Alternatives

- Use signing and marking to address crash issues. This alternate can reduce the number of crashes and should be used when appropriate, but it does not always bring crashes down to acceptable levels
- Implement improvements as described.

Ongoing Operating Costs

Increased costs of approximately $9,600 annually per new signal installation and additional lane miles.

Previous Action

- 2004-2008 capital plan: approved as a combined program.
- 2005-2009, 2006-2010, 2007-2011, 2008-2012 and 2011-2015 capital plans: approved as planned.
- 2009-2013 capital plan: cost update.
- 2010-2014 capital plan: approved use of stimulus funds.
- 2013-2017 capital plan: Cost update. Addition of HSIP funded project.
- 2014-2018 capital plan: add new projects, revenue update
- 2015-2019 capital plan: add new projects, revenue update

Project Title:	Energy Efficiency Improvements	**Project #:**	201208
Department:	Parks & Land Use	**Project Type:**	Renovation/Upgrade
Phase:	Program Project	**Sponsor:**	
Budget Action:	Accelerate, C – Scope, C - Rev Update	**Manager:**	Dale Shaver, PLU Director
Date:	August 26, 2015		

CAPITAL BUDGET SUMMARY

Year	Previous	2014	2015	2016	2017	Total
Phase:	Design &	Design &	Design &	Design &	Design &	
Program Project	Installation	Installation	Installation	Installation	Installation	
Expenditure Budget	$705,000	$215,200	$75,000	$180,000	$260,000	$1,435,200
Revenue Budget	$0	$100,000	$75,000	$65,000	$0	$240,000
Net County Cost	$705,000	$115,200	$0	$115,000	$260,000	$1,195,200

COST DOCUMENTATION		**REVENUE**	
		General Fund Balance*	$823,200
Architect/Consultant	$50,000	*To fund non-enterprise, General Fund	
Construction	$425,000	improvements	
Contingency	$40,000		
Previous: 2012 through 2014	$920,200	Ice Arenas Fund Balance	$100,000
Total Project Cost	$1,435,200	Golf Course Fund Balance	$140,000
EXPENDITURE BUDGET	$1,435,200	**REVENUE BUDGET**	$240,000

Project Scope & Description

This project will continue the implementation of Energy Efficiency Improvements at Waukesha County facilities. Focus on sound return on investments will continue to demonstrate a sound business approach to energy saving and will provide the strong reduction of utility expenditures in the operating budget.

Energy efficiency improvements for Years 2012 and 2013 consisted primarily of government center campus building lighting upgrades at the Courthouse and Mental Health Center. Year 2014 projects included: Installation of digital controls on all HVAC equipment at the high energy use County facilities such as Retzer Nature Center, Eble and Naga-Waukee Ice Arenas and Expo Arena to enable monitoring, troubleshooting and adjustment of the equipment through a central computer system. This enterprise energy management system maximizes the efficiencies of the HVAC system and saves significant staff cost in trouble shooting issues at remote locations. Currently the Department of Public Works – Facility Management Division has the Government Campus buildings on the system. Adding the additional buildings would save staff time and further leverage the existing technology. Funding for 2015 and 2016 will be used to install LED lighting at Wanaki and Naga-Waukee Golf Course and at the Retzer Nature Center.

The remaining lighting projects designed by Leedy and Petzold Associates that were not able to be funded under the former Energy Efficiency and Conservation Block Grant (EECBG) grant are now included in this capital project. The final lighting projects will focus on buildings, parking lot lighting and interior lighting at park facilities.

Project Examples and projected ROI

2014	Eble Ice Arena	Facility HVAC Automation	2.6 years ROI
2014	Nagawaukee Ice Arena	Facility HVAC Automation	3.0 years ROI
2014	Retzer Nature Center	Facility HVAC Automation	6.0 years ROI
2014	Expo Arena, Eble Park Drive (Lighting)	Facility HVAC Automation	4.5 years ROI
2015-16	Wanaki GC, Naga-Waukee GC, Retzer Nature Center	Lighting LED upgrade	5.0 years ROI
2017	Parks:FoxR,FoxB,Muk, Mus, Nag, Nas	Lighting LED upgrade	5.5 years ROI

Location

Various Waukesha County owned facilities.

Analysis of Need

With improvements in lighting and mechanical equipment technology and the increasing cost of energy and water, it is in Waukesha County's best interest to continually evaluate opportunities to conserve energy and reduce utility costs. The individual projects submitted were selected based upon the returns on investment as well contributing to successful implementation of the Waukesha County Sustainability Plan.

Alternatives

Reconsider in a future capital plan.

Ongoing Operating Costs

Utility costs will continue to increase based on rate increases and consumption. The County can take steps to manage and reduce consumption. Energy consumption will be reduced by an overall estimated average of 18% based on the consultants design by replacing the existing lighting fixtures with the new higher efficiency lighting fixtures and with the addition of Building Automation Systems for high energy buildings.

Previous Action

Capital Project 200805 Energy Conservation completed in 2008 and 2009. Capital Project 200918 Energy Efficiency and Conservation Block Grant completed in 2010 and 2011. 2012-2016 capital plan: approved as a new project. 2013-2017 capital plan: approved as planned. 2014-2018 capital plan: approved with scope and cost updates. 2015-2019 capital plan: approved with scope and cost updates.

Project Title:	Minooka Restroom Shelter	**Project #:**	201602
Department:	Parks & Land Use	**Project Type:**	Renovation/Upgrade
Phase:	Preliminary Design	**Sponsor:**	
Budget Action:	Delay, C - $ Update	**Manager:**	Dale Shaver, PLU Director
Date:	August 30, 2015		

CAPITAL BUDGET SUMMARY

Year	2016	2017	Total
Project Phase	Planning/Design	Construction	Project
Expenditure Budget	$50,000	$447,200	$497,200
Revenue Budget	$0	$0	$0
Net County Cost	$50,000	$447,200	$497,200

COST DOCUMENTATION		**REVENUE**	
Planning/Design	$50,000		
Construction - Building	$300,000		
Construction - Site Work	$130,000		
Contingency	$17,200		
Total Project Cost	$497,200	Total Revenue	$0
EXPENDITURE BUDGET	$497,200	**REVENUE BUDGET**	$0

Project Scope & Description

This project is for the construction of a new restroom and shelter at picnic area 3 at Minooka Park. The new restroom and shelter would be consistent with the park system standard design, similar to the new restrooms and shelters at Naga-Waukee, Minooka, Muskego, Nashotah and Mukwonago parks. The features include; restrooms and an open shelter, and grilling area. This project was originally identified as a part of Capital Improvement Plan Project 200505, Park Restroom Renovations. In 2016, this project is being introduced as a separate project so that the former multi-year project can be closed. This proposed project will offer sufficient space to accommodate larger groups to serve the area's multi-purpose field regularly used for sporting events and activities.

Location

Shelter 3 at Minooka Park: 1927 E Sunset Drive, Waukesha, WI 53186

Analysis of Need

The original shelter was constructed in the 1960's, the existing concrete is failing and does not meet current standards or codes. The Department of Parks and Land Use is proposing a new pavilion be constructed to meet the needs of the park patrons. Minooka Park has been a success and there exists a demand to add a reserve pavilion in Picnic Area 3. The location would take advantage of the current infrastructure of the existing parking lot.

Alternatives

Do not construct a new shelter or delay construction. However, there would be more opportunities to rent the shelter, which would increase revenue for the park.

Ongoing Operating Costs

Currently on the site there is a pit toilet and open shelter. Operation of the proposed building would be similar in costs to the existing facilities. However, revenue based on rental reservation and park entrance fees are projected to increase.

Previous Action

Formerly part of Restroom Project number 200505. Minooka Pavilion Bathroom is now a new project and 200505 is being closed out.

Project Title:	Retzer Nature Center Remodeling	**Project #:**	201606
Department:	Parks & Land Use	**Project Type:**	Renovation/Upgrade
Phase:	One-Year Project	**Sponsor:**	
Budget Action:	New	**Manager:**	Dale Shaver, PLU Director
Date:	September 9, 2015		

CAPITAL BUDGET SUMMARY

Year Project Phase	2015 Planning	2016 Design	2016 Construction	Total Project
Expenditure Budget	$0	$35,000	$321,000	$356,000
Revenue Budget	$0	$35,000	$321,000	$356,000
Net County Cost	$0	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Planning/Design	$35,000		
Building Remodeling	$297,000		
Contingency	$24,000		
Total Project Cost	$356,000	MRF Fund Balance	$356,000
EXPENDITURE BUDGET	$356,000	**REVENUE BUDGET**	$356,000

Project Scope & Description

This project is a remodeling of an original section of the existing Retzer Nature Center Learning Center to incorporate classroom and exhibit space for Waukesha County recycling education program that was displaced when the Material Recycling Facility was moved to the City of Milwaukee. The project would include remodeling an older meeting room to accommodate both classroom and meeting functions, moving the nature center supervisor's office to create an exhibit space, improving the existing storage space to be more efficient and remodeling or relocating the staff lunchroom and kitchen for event use. The remodeling project would include live video feed to the joint recycling facility and the environmental education focus to be incorporated into the activities and programming at the Nature Center. Since this is a one-year project, funds for construction will not be spent until a standing committee of the County Board approves the request for proposal process.

Location

Retzer Nature Center, S14 W28167 Madison St., Waukesha, WI 53188. This remodeling would be in the original section of the Nature Center and does not affect the 2005 addition.

Analysis of Need

In 2014, Waukesha County recycling function was moved to Milwaukee through an intergovernmental agreement with the City of Milwaukee. The Waukesha County-owned MRF is currently unoccupied and is in process of being sold. The new combined facility with the City of Milwaukee does not have a classroom or exhibit space.

Alternatives

1. Do not have an exhibit space and continue to rent space from Retzer for programing as it available.
2. Rent space from Keep Milwaukee Beautiful, the adjacent building to the MRF in Milwaukee.

Ongoing Operating Costs

This project calls for reallocation of existing space with operating costs project to remain the same. Utility costs are expected to decrease with more energy effective appliances in the kitchen and lighting.

Previous Action

None

Project Title:	Lake Country Trail STH 67 Underpass	**Project #:**	201607
Department:	Parks & Land Use	**Project Type:**	Trail System
Phase:	Preliminary Design	**Sponsor:**	
Budget Action:	New	**Manager:**	Dale Shaver, PLU Director
Date:	August 30, 2015		

CAPITAL BUDGET SUMMARY

Year	2015	2016	2017	Total
Program Project	Design/ Engineering		Construction	Project
Expenditure Budget	$0	$229,000	$962,000	$1,191,000
Revenue Budget	$0	$50,000	$914,000	$964,000
Net County Cost	$0	$179,000	$48,000	$227,000

COST DOCUMENTATION		**REVENUE**	
2015 WisDOT Underpass Box - **In State Budget**	$500,000	Not in County Budget	
2015 Half of Utility Relocation Costs - **In Ocon. Budget**	$129,000	WisDOT Underpass Box	$500,000
2016 Half of Utility Relocation Costs - **In County Budget**	$129,000	Ocon. Share of Utility Relocation	$129,000
2016 Design and Engineering - **In County Budget**	$100,000		
2017 Construction - **In County Budget**	$962,000	Budgeted by County	
		80% Fed/State WisDOT Grant	$770,000
		10% State WDNR Grant	$96,000
		Ocon. Share of Engineering/Constru	$98,000
Total Project Cost	$1,820,000	Total Revenue	$1,593,000
EXPENDITURE BUDGET	**$1,191,000**	**REVENUE BUDGET**	**$964,000**

Project Scope & Description

The south side of the City of Oconomowoc is seeing considerable growth as new residential, commercial and retail development in and around the Pabst Farms area continues to move forward. It is projected that as the growth continues, use will increase on the popular multi-use Lake Country Trail. As a component of the growth in the area, the major north-south connection from the City of Oconomowoc to Interstate 94, State Trunk Highway 67, is being improved and widened to three lanes in each direction to accommodate increased traffic. In order to create a safe crossing of this major roadway for trail users, a box tunnel will be installed by WisDOT in 2015 as part of the STH 67 construction project, for future conversion into a trail underpass.

Waukesha County Department of Parks & Land Use (PLU) will collaborate with the City of Oconomowoc to construct appropriate entrances and exits to the box tunnel installed by WisDOT for an underpass for the Lake Country Trail. Funding will be secured from multiple sources. It is anticipated that 80% of the project construction costs will be funded through the Federal Transportation Alternatives Program (TAP) and 50% of remaining costs funded by the State Stewardship Grant program. Remaining costs for construction, utility relocation and engineering are anticipated to be split 50/50 with the City of Oconomowoc The County was able to take advantage of a significant cost savings opportunity when The Wisconsin Department of Transportation agreed to contribute up to $500,000 up front in order to install the box tunnel during the STH 67 construction project. The collaboration with the City of Oconomowoc will also help to realize additional cost savings because the underpass project can be bid as a component of the City's annual road reconstruction bid package.

Location

Lake Country Trail intersection with State Trunk Highway 67 in the City of Oconomowoc.

Analysis of Need

The underpass will provide a safe and unimpeded crossing of the major roadway for trail users. It will also help to maintain efficient traffic flow by reducing congestion and time delays for motorists caused by substantial pedestrian and bicyclist clearance times when trail users are crossing the roadway.

Alternatives

A. Construct in early 2017 to coincide with the completion of the STH 67 construction project.
B. Construct in 3-5 years.
C. Maintain as an at-grade crossing, but would be across six lanes of traffic, which is a safety issue.

Ongoing Operating Costs

The project will required maintenance for a new tunnel underpass along the Lake Country Trail. The maintenance will include the removal of debris, cleanup of vandalism, and monitoring of the operational condition of light fixtures. The underpass facility will be maintained by the City of Oconomowoc. Current staff at Naga-Waukee Park who maintain the Lake Country Trail will maintain the trail approaches and signage.

Previous Action

None.

Return to Table of Contents

Project Title:	Naga-Waukee Park Ice Arena Dasher Board Replacement Project	**Project #:**	201608
Department:	Parks & Land Use	**Project Type:**	Equipment Replacement
Phase:	One-Year Project	**Sponsor:**	
Budget Action:	New	**Manager:**	Dale Shaver, P&LU Director
Date:	August 30, 2015		

CAPITAL BUDGET SUMMARY

Year	2016	2017	2018	2019	2020	Total
Phase	Installation					Project
Expenditure Budget	$216,800	$0	$0	$0	$0	$216,800
Revenue Budget	$216,800	$0	$0	$0	$0	$216,800
Net County Cost	$0	$0	$0	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Removal of Existing System	$5,000	Ice Arena Fund Balance	$216,800
Dasher Board System Furnish/Insta	$195,800		
Contingency	$16,000		
Total Project Cost	$216,800	Total Revenue	$216,800
EXPENDITURE BUDGET	$216,800	**REVENUE BUDGET**	$216,800

Project Scope & Description

The Naga-Waukee Park Ice Arena, constructed in 1996, serves approximately 150,000 users each year. The ice arena perimeter dasher boards are original to the building, and are exhibiting signs of deterioration and failure in approximately 75% of the sections. Several sections of the existing dasher boards have been patched or repaired to extend their useful life. Typical useful life of dasher boards in this type of setting is 20 to 25 years. The dasher boards also include safety glass panel to protect spectators and protective netting. The proposed project will be to remove the existing dasher board system, and install new galvanized steel dasher boards and polyethylene dasher facing panels. New tempered glass protective panels and safety netting will be installed. The old metal dasher boards and damaged glass and plexi-glass sections will be removed and the materials recycled. Since this is a one-year project, project funds for installation will not be spent until a standing committee of the County Board approves the request for proposal process for this project.

Location

Naga-Waukee Park Ice Arena is located at 2699 Golf Road in the City of Delafield.

Analysis of Need

Approximately 50, or 75%, of the total number of dasher board sections have been patched or repaired. The dasher boards are nearing the end of their useful life. Dasher boards that are not smooth, have holes or irregularities in the surface can create a safety issue for the players. Some of the sections of 1/2-inch thick tempered glass do not meet the new standards for glass thickness, which is now a 5/8-inch thickness requirement.

Alternatives

Delay replacement and continue to extend the life of the existing dasher board sections by patching and spot-repairing.

Ongoing Operating Costs

Staff perform repair work on the deteriorating panels on an on-going basis. A new system of dasher boards will reduce this repair time and cost. No additional operational costs are anticipated with the installation of a new dasher board system.

Previous Action

None

Project Title:	Pavement Management Plan 2013-2017	Project #:	200824
Department:	Parks & Land Use	Project Type:	Repaving
Phase:	Program Project	Sponsor:	
Budget Action:	C - $ Update	Manager:	Dale Shaver, PLU Director
Date:	August 27, 2015		

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	2016	2017	Total
Program Project						Project
Expenditure Budget	$0	$500,000	$800,000	$500,000	$600,000	$2,400,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$0	$500,000	$800,000	$500,000	$600,000	$2,400,000

COST DOCUMENTATION		REVENUE	
2013	$0		
2014	$500,000		
2015	$800,000		
2016	$500,000		
2017	$600,000		
Total Project Cost	$2,400,000	Total Revenue	$0
EXPENDITURE BUDGET '16	$500,000	**REVENUE BUDGET**	$0

Project Scope & Description

In cooperation with the Public Works Department, retained consultant services to update the Pavement Management Plan, originally done for the Parks System in 1995. The Plan establishes a uniform procedure for pavement maintenance by establishing a Pavement Condition Index (PCI). The PCI is a rated scale of 1-100 based on the state of the asphalt. Pavement repairs are scheduled based on rating. A PCI rating of 86-100 is good and 71-85 satisfactory; pavements with these ratings need routine maintenance or repairs. A rating of 56-70 is fair and 41-55 poor, needing routine maintenance, repairs, major repairs or overall reconstruction. A rating of 26-40 is very poor needing major repairs or overall reconstruction. A rating of 11-25 is serious and 0-10 failed, needing overall reconstruction. The goal is to maintain an average pavement PCI rating of 70 ("satisfactory"). The Expo center is not included in the current scope for major project or PCI calculation pending the completion of the Expo master plan. Money may be allocated at the Expo Center for minor repairs as necessary.

In 2015 the pavement management plan increases from $500,000 to a budget of $800,000. The larger increase in 2015 is to address accelerated deterioration as a result of winter conditions in 2013-14. Many of the pavement segments of the government center are of a similar age where more significant repair or reconstruction, including drainage and stormwater management is required.

Location

The Waukesha County Department of Parks and Land Use is responsible for the pavement management of the Government Center Complex, Expo, Parks, Ice Arenas, Golf Courses, Boat Launches and various other Waukesha County Facilities. The Department maintains 21 miles of road, 40 miles of paved trails, and 421,000 square yards of parking area.

Analysis of Need

In 1995 the Waukesha County Department of Parks and Land Use (PLU) retained consulting services to provide a Pavement Management Plan to assist in cost-effectively managing the pavement assets for the 6 largest parks. At that time there were 6 park facilities with 243,000 square yards of paved surface. Currently PLU maintains 876,498 square yards of paved surface around the Government Center, remote County facilities and the major parks. This represents approximately 3.6 times more pavement. In 2007 the Department changed from the PASER rating to the PAVER system in an effort to coordinate pavement condition analysis and project bidding with the Department of Public Works to save program cost. The PAVER rating process included field surveys of pavement conditions, development of deterioration models, and preparation of a multi-year pavement management plan.

Approximately 80% of the budget will be used for major rehabilitation on sections selected with a PCI below 40. The remaining budget allocation is first utilized for preventative maintenance on sections with a PCI between 67 and 75, selected on best-first basis, concrete repairs and consulting. The goal of these practices is to maintain an average PCI of 70. The priority for major projects in 2016 include, but are not limited to, Minooka area 5, Landsburg Center and Muskego Campground. Anticipated projects may be adjusted due to project coordination efficiencies or accelerated deterioration.

Alternatives

Spot repair with asphalt base patching or sealing road surface has been performed to maintain some function of the roadway or parking area. This could be continued on an annual basis, but will not achieve the desired surface performance or overall PCI rating goal. Reconstruction will be required sooner and risk issues would be more likely to occur.

Ongoing Operating Costs

Maintenance of the existing road conditions requires frequent patching and chip and seal applications in order to provide usable conditions. Operating costs within the next five years will be minimal with the proposed pavement improvements.

Previous Action

Approved as a new program project in the 1997-2001 Capital Plan, continued in the 1998-2002 Plan and 1999-2003 Capital Plan. Approved with a change in scope to include additional pavement in the 2000-2004 plan. Approved as planned in the 2001-2005 plan, 2002-2006 plan, 2003-2007 plan, 2004-2008 plan, 2005-2009 plan, 2006-2010 plan, 2007-2011 plan, and the 2008-2012 plan. Cost update in the 2009-2013 plan. Cost update in the 2010-2014 and 2012-2016 plan. Approved as planned in the 2013-2017 and 2014-2018 plans. Approved with cost update in the 2015-2019 plan.

Project Title:	Security System Recording & Display Equipment Replacement & Video Visitation Study	**Project #:**	201615
Department:	Sheriff's Department	**Project Type:**	Equipment Replacement
Phase:	Formation	**Sponsor:**	Sheriff's Department
Budget Action:	New	**Manager:**	Mike Biagioli, IT Manager
Date:	August 28, 2015		

Year	2016	2017	2018	2019	2020	Total
Project Phase	Design/Analysis			Implementation		Project
Expenditure Budget	$55,000	$0	$0	$246,000	$0	$301,000
Revenue Budget	$55,000	$0	$0	$246,000	$0	$301,000
Net County Cost	$0	$0	$0	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Software			
Hardware	$182,500	Jail Assessment Fund Balance Reserves	$301,000
Installation	$44,000		
Training	$0		
Licenses	$0		
Consulting/Implementation	$55,000		
Contingency	$19,500		
Total Project Cost	$301,000	Total Revenue	$301,000
EXPENDITURE BUDGET	$301,000	**REVENUE BUDGET**	$301,000

Project Scope & Description

The Waukesha County Jail has a security electronics system that includes:

- Approximately 320 analog cameras which, send camera images through coaxial cable to master control and other staff monitoring stations.
- 20 DVRs (digital video recorders) which, record and store camera images for approximately 30 days so that staff can access video following an event.
- 1 virtual matrix which connects all of these devices so that they can be utilized by staff to monitor the jail.

The security electronics system was installed in 2005 when the jail was constructed. Portions of the system have been replaced as they have failed including:

- the DVR equipment in 2013,
- the analog matrix switcher was replaced in 2015 to convert the analog matrix to a virtual matrix, and
- analog camera replacements which are funded through the jail equipment replacement plan.

The system is utilized 24 hours a day and is a vital component of the jail's safety and security monitoring ability. It is clear the system has a defined life span so the Sheriff's Department is requesting that portions of the system be replaced prior to failure. Per the current security electronics vendor, a seven year life (2013-2019) on the DVR equipment is appropriate as it is utilized 24-hours-a-day.

With this project, the Sheriff's Department is requesting to replace the current DVR system with a server based recording system. The current DVR system is utilized to record approximately 320 cameras and store those recordings for approximately 30 days. When staff require recordings of incidents or events, the system allows staff to review the recording to identify the desired event and save that event recording electronically or on a disk for future review. The system records over prior recordings so if a request is made for an incident that is older than the 30 day period, the recording is likely not available.

The server based system provides fail safe recording capabilities so if one portion of the system goes down, the live view and recordings of all the cameras are still maintained. The server based recording system will be supported longer than the current DVR system because it is going to support the most recent versions of Microsoft and will continue to allow the jail to continue to transition to a fully digital security electronics system. It should be noted that as long as the current cameras are analog cameras, they system will continue to be a digital/analog hybrid system.

This project also includes $30,000 to complete a study to review available alternatives for the replacement of the current video visitation system. The current video visitation equipment is ten years old. The vendor that maintains the equipment indicates that, due to the age of the equipment, that it is nearing its useful life and that the Sheriff's Department should begin the process to plan its replacement. Since there are number of different replacement options that the Department could consider, funds to complete a study to identify replacement options, with the best return on investment, are being requested.

Return to Table of Contents

Project Title:	Security System Recording & Display Equipment Replacement & Video Visitation Study	Project #:	201615
Department:	Sheriff's Department	Project Type:	Equipment Replacement
Phase:	Formation	Sponsor:	Sheriff's Department
Budget Action:	New	Manager:	Mike Biagioli, IT Manager
Date:	August 28, 2015		

Location
Waukesha County Jail

Analysis of Need
The security electronics system is vital to the daily operations of the jail. Without the security electronics system, additional staff would be required to monitor movement into, out of, and throughout the jail in order to ensure that only authorized individuals are in the facility. This would result in significant additional personnel costs to provide necessary levels of operational and facility security.

Alternatives
The security electronics system is critical to the operation of the jail. As previously noted there are over 320 cameras in the jail to monitor doors, elevators, halls, pods, medical services, kitchen, laundry, program areas, etc.

Utilize overtime to monitor the building. The camera system is so vital to the daily operation of the jail that when portions of the system are down, additional staff are brought in on overtime to provide the monitoring ability that the cameras provide until the system is operational. Monitoring using personnel is extremely cost prohibitive. A correctional officer currently costs about $45 per hour of overtime on average (including WRS and Social Security) so the money budgeted for this project would only purchase about 6,000 hours of overtime, which would not even be enough funding for one person to monitor one post for an entire year so it is the option of last resort.

Replace the current DVR system with another DVR system. When the jail security electronics system was installed in 2005, digital security electronic systems were not the norm in the corrections field. Now, digital systems are becoming the industry standard. Although the current DVR equipment can accept both digital and analog camera equipment, when these replacement projects become necessary, it makes financial sense to upgrade the equipment so that it will be supported for the rest of the life of the equipment. The concern is that if the Department were to just replace the current DVR equipment with the same DVR equipment in 2019, the equipment might not be supported through the full useful life of the equipment or the Department might not be able to purchase replacement parts if the DVR equipment breaks.

Ongoing Operating Costs
The studies conducted in 2016 will help determine on-going costs associated with the security system recording equipment replacement as well as the replacement of the video visitation system. It should be noted that if the Department were to acquire digital cameras in the jail facility, the Department would need to pay a one-time software licensing cost for each camera that is installed in the security electronics system.

Previous Action
None

Return to Table of Contents

Project Title:	County Boardroom Technology Upgrade Project	**Project #:**	201619
Department:	DOA - Information Technology	**Project Type:**	Information Technology
Phase:	One-Year Project	**Sponsor:**	Paul Decker, County Board Chair & Kathleen Novack, County Clerk
Budget Action:	New	**Manager:**	Mike Biagioli, Information Technology Manager
Date:	August 27, 2015		

PROJECT BUDGET SUMMARY

Year Project Phase	2016 Design & Implementation	Project Total
Expenditure Budget	$115,000	$115,000
Revenue Budget	$0	$0
Net County Cost	**$115,000**	**$115,000**

Cost Documentation		Revenue	
Hardware	$60,000		
Software Licenses	$40,000	General	$115,000
Contingency	$15,000	Fund Balance	
EXPENDITURE BUDGET	**$115,000**		

Project Scope & Description

With this capital project, the Waukesha County boardroom technology environment will be upgraded to better support supervisor vote tracking on agenda items, audio transmission of floor debates, and visual presentation of vote tallies as well as visual presentation of supporting documents and public presentations.

The intent of the project is to replace the current vote tally board with a wireless voting system that will digitally present the supervisor vote selections, and digitally recording those vote selections. The current dot matrix printer, used to generate the physical tabulation of vote results, needs to be replaced. The printer, which is approximately 25-years-old, is rapidly becoming unserviceable and is a major priority for replacement. The current wired microphone environment will be replaced with an upgraded digital microphone system that will allow for the digital recording of the audio portion of the board meetings, and allow for a digital archive of the audio, making the audio available to the public for an appropriate period of time via the Internet. Live Internet audio transmission as well as Internet retrieval of archived meeting audio will also be accommodated by the system.

The wireless environment within the boardroom will be evaluated and upgraded to accommodate all required wireless access. An analysis of the best method for visual presentation will be conducted and the optimum solution will be installed (e.g., high-definition projections onto screens or flat surfaces).

All equipment purchased for this project will be modular in nature, making it portable in the event that the boardroom is relocated. The current vote tally board will be removed and replaced with a flat wall painted white for projection. The insert area on the south side of the chamber will be removed and the space filled with a matching white wall. Two ceiling-mounted projectors will be installed for projection of images to these two areas. All current microphone assemblies will be removed and the top panel will be replaced with a curved laminate strip. The new assemblies for the wireless microphones will be installed. The current cabinet holding the dot matrix printer will be removed and the laser printer will be installed where designated by the County Clerk. Since this is a one-year project, project funds for implementation will not be spent until an updated project plan is reviewed and approved by the County Board Executive Committee.

Location

County Boardroom

Project Title:	County Boardroom Technology Upgrade Project	**Project #:**	201619
Department:	DOA - Information Technology	**Project Type:**	Information Technology
Phase:	One-Year Project	**Sponsor:**	Paul Decker, County Board Chair & Kathleen Novack, County Clerk
Budget Action:	New	**Manager:**	Mike Biagioli, Information Technology Manager
Date:	August 27, 2015		

Analysis of Need

Although adequate for actual board meetings, the current technology does not lend itself well to the requirements of the digital age of the Internet. The current dot matrix printer, has reached the end of its useful life and replacement parts are becoming increasingly unavailable. The current master control panel, for chair recognition of speakers from the floor is difficult to maintain for the same reason. The current audio microphone system produces a grainy sound track, does not lend itself to portability, and it is a distraction to anyone listening to the meetings over the Internet.

Alternatives

The current layout and technology used for the boardroom chambers could remain in place until the elements become unserviceable.

Ongoing Operating Costs

When the upgrade is completed, there will be operational budget impacts related to the server and software license maintenance, estimated at an annual cost of $4,000 to $6,000.

Previous Action

None

Project Title:	Payroll/Human Resources Information System Study	**Project #:**	201617
Department:	DOA - Information Technology	**Project Type:**	Information Technology
Phase:	Preliminary Design	**Sponsor:**	HR Mgr, J. Richter & Accounting Services Mgr, L. Dahl
Budget Action:	New	**Manager:**	
Date:	September 9, 2015		

CAPITAL BUDGET SUMMARY

Year	2016	2017	2018	2019	2020	
Project Phase	Analysis Design	Implementation	Implementation	Implementation	Implementation	Total Project
Expenditure Budget	$75,000					$75,000
Revenue Budget	$0					$0
Net County Cost	$75,000	$0	$0	$0	$0	$75,000

COST DOCUMENTATION		**REVENUE**
Software		
Hardware		
Interfaces		
Training		
Licenses		
Consulting/Implementation	$75,000	
Contingency		
Total Project Cost	$75,000	
EXPENDITURE BUDGET	$75,000	

Project Scope & Description

This project funds a consultant study that will facilitate planning for and acquiring an upgraded Payroll System with improved payroll functionality, and an expanded Human Resources Information System with new capabilities for benefits administration (including interfaces with third-party benefit providers), HR Administration, Affordable Care Act management, new hire reporting to meet Federal requirements, recruiting, employee self-service, document management, performance management and dashboards.

The study will include a review of existing and required new functionality, development of a business and technical system requirements document, a market review of product solutions of potential candidate systems, assistance with the development of a project plan and budget, assistance with the development of a Request for Proposals and assistance with evaluating proposals received.

Location

All County departments.

Analysis of Need

The current version of the payroll system has been in use since 2004, and will need to be replaced at some point in the next few years. The primary reason for undertaking this project is to acquire a broad range of current and anticipated Human Resource information system functionality in an integrated package that is now done through a variety of manual and automated processes. This project will also transition payroll and HR information systems from self-hosted applications to a cloud-based solution, freeing up internal IT resources.

Alternatives

Continue with the current payroll system until replacement is required. Pursue the needed Human Resources functionality in a number of separate projects.

Ongoing Operating Costs

Ongoing cost impacts are expected to include annual software licensing and maintenance charges, partially offset by savings from operating efficiencies.

Previous Action

None

THIS PAGE LEFT BLANK

Return to Table of Contents

Capital Projects Plan

Each year, the County Executive submits a capital budget and an updated five-year Capital Plan to the County Board. After review and modification, the County Board adopts the plan by resolution. The plan represents the prioritization of long-range capital infrastructure needs linked to the County's strategic plan.

Public Works–Highway projects are about 42% of the plan at $45.2 million. In addition, Federal funds of $49.3 million are planned to be used for a number of highway projects. The federal funding is not included in the County Budget since it is managed and accounted for by the State Department of Transportation.

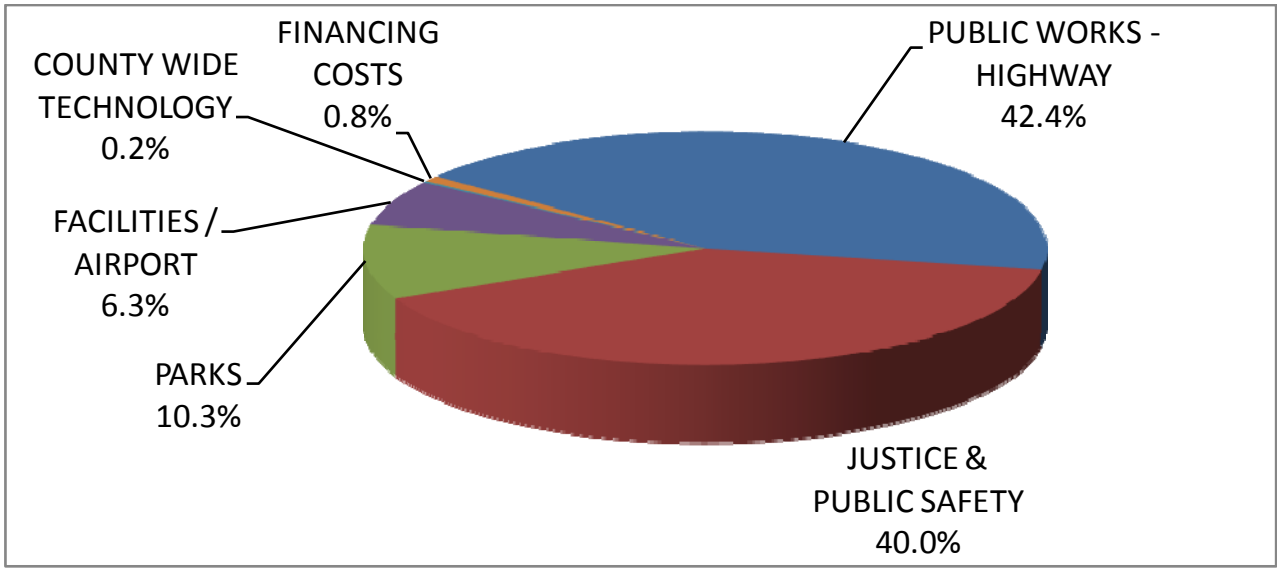
Justice and Public Safety projects total $42.8 million or 40% of the plan. This includes a $36.4 million project for the first phase of a multi-phase project to upgrade the courthouse to meet the County's future needs. In addition, $3.7 million is planned for an expansion of the Waukesha County Communication Center (WCC) to accommodate additional, anticipated municipal partners joining County dispatch. The expansion will also allow for additional space for the County's Emergency Operations Center, needed to handle large-scale emergency events.

The Parks and Land Use functional area includes nearly $11 million or about 10% of the plan, of which $2.7 million is for park building projects and about $8.3 million is for trails and parks pavement improvements. Trail project costs are partially funded with Federal, State and local dollars of about $3.5 million.

Public Works-Facilities/Airport projects total about $6.8 million or 6% of the plan. This includes $4.1 million for County Buildings and $2.7 million for University of Wisconsin-Waukesha campus buildings. The plan includes a change in scope for an existing Airport project (discussed later), but does not include additional funding.

County-wide technology projects total about $190,000 or less than 1% of the plan, of which $115,000 is to upgrade County Boardroom technology and $75,000 for the first phase consultant study for a project to upgrade and expand the Payroll and Human Resources systems in 2017.

General Administration totals $805,000 for financing costs over the five years.



FUNCTIONAL AREA FOR TOTAL PLAN 2016-2020

FUNCTIONAL AREA	TOTAL 2016-2020	% OF TOTAL
PUBLIC WORKS - HIGHWAY	$45,231,000	42.4%
JUSTICE & PUBLIC SAFETY	$42,763,000	40.0%
PARKS	$10,980,100	10.3%
FACILITIES / AIRPORT	$6,769,200	6.3%
COUNTY WIDE TECHNOLOGY	$190,000	0.2%
FINANCING COSTS	$805,000	0.8%
TOTAL PLAN EXPENDITURES	$106,738,300	100.0%

WAUKESHA COUNTY 2016-2020 CAPITAL PROJECT PLAN SUMMARY

FUNCTIONAL AREA:	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN	TOTAL FIVE-YEAR PLAN
JUSTICE & PUBLIC SAFETY						
Facility Projects	$2,579,000	$4,183,000	$8,000,000	$14,000,000	$13,700,000	$42,462,000
System Projects	$55,000	$0	$0	$246,000	$0	$301,000
Subtotal	$2,634,000	$4,183,000	$8,000,000	$14,246,000	$13,700,000	$42,763,000
PARKS, ENVIRONMENT, EDUCATION & LAND USE						
Parks, Facilities, Pavement, System Projects	$1,531,800	$2,580,700	$4,576,500	$700,000	$1,591,100	$10,980,100
PUBLIC WORKS						
Highways	$9,162,000	$4,726,000	$3,565,000	$4,676,000	$4,552,000	$26,681,000
Highways/Major Maintenance	$4,450,000	$4,450,000	$3,200,000	$3,200,000	$3,250,000	$18,550,000
Subtotal Highways	$13,612,000	$9,176,000	$6,765,000	$7,876,000	$7,802,000	$45,231,000
Facilities	$1,985,000	$1,046,200	$638,000	$200,000	$200,000	$4,069,200
UW-Waukesha	$700,000	$0	$2,000,000	$0	$0	$2,700,000
Airport	$0	$0	$0	$0	$0	$0
Subtotal Public Works	$16,297,000	$10,222,200	$9,403,000	$8,076,000	$8,002,000	$52,000,200
GENERAL ADMINISTRATION COUNTY WIDE						
TECHNOLOGY PROJECTS	$190,000	$0	$0	$0	$0	$190,000
FINANCING	$130,000	$150,000	$175,000	$175,000	$175,000	$805,000
Subtotal	$320,000	$150,000	$175,000	$175,000	$175,000	$995,000
TOTAL GROSS EXPENDITURES	$20,782,800	$17,135,900	$22,154,500	$23,197,000	$23,468,100	$106,738,300
LESS PROJECT SPECIFIC REVENUES	($3,353,000)	($2,222,400)	($3,090,300)	($215,500)	($375,000)	($9,256,200)
NET EXPENDITURES	$17,429,800	$14,913,500	$19,064,200	$22,981,500	$23,093,100	$97,482,100
Cash Balances Excluding Property Tax Levy	$3,407,800	$1,517,500	$257,500	$246,000	$195,500	$5,624,300
NET EXPENDITURES BEFORE TAXES, DEBT BORROWING AND INTEREST APPLIED	$14,022,000	$13,396,000	$18,806,700	$22,735,500	$22,897,600	$91,857,800

The 2016-2020 Capital Plan identifies 54 projects at an estimated total cost of $106.7 million over the five-year period. Projects in the first year of the plan represent the 2016 Budget. Major projects for future years are briefly explained in the following narrative. A project listing all projects in the plan is shown on the following pages.

JUSTICE AND PUBLIC SAFETY

Justice and Public Safety projects total $42.8 million. This includes $36.4 million for a project to construct eight new courtrooms, which is the first phase of a multi-phase project to upgrade and improve the County Courthouse facility. The courthouse facility was originally built in 1959, and is approaching the end of its useful life. Design is planned for 2017, with construction from 2018 through 2020. The plan also continues a project to expand the existing Waukesha County Communications Center (WCC), which is home to the County's emergency 9-1-1 operations and houses the Emergency Operation Center (EOC). The expansion will allow new municipal partners to join countywide dispatch and provided needed space for the EOC to manage large-scale emergency events. Project design is planned for 2016, at an estimated cost of $203,000, and construction is planned for 2017 at about $3.5 million. Jail-related projects include about $2.4 million to replace HVAC equipment at the Law Enforcement Center in 2016 and about $300,000 to upgrade the security recording and display equipment (replacement planned for 2019). The project also includes funding to study options for replacing the Jail's video visitation system.

PARKS AND LAND USE

Projects in this functional area total nearly $11 million, and includes $3.2 million for park roadway maintenance improvements. The plan includes $1.2 million in 2016 and 2017 for a project to construct an underpass for the Lake Country Trail where it crosses State Highway 67 in the City of Oconomowoc. Growth in that area, along with increased traffic, has necessitated the need for a safer way to cross the highway. This project is a cost-sharing collaboration with the City and State, with the County's share of costs estimated at $227,000. The plan also includes $2.7 million for another trail project to build a multi-use trail between Frame Park in the City of Waukesha to Mitchell Park in the City of Brookfield, with federal, state and municipal revenues covering about 95% of project costs. In 2016, the plan includes $356,000 to partially remodel the Retzer Nature Center to allow for classroom and exhibit space for the Waukesha County recycling education program that was displaced when the Material Recycling Facility was moved to the City of Milwaukee.

Other Parks and Land Use projects in the Plan include $957,000 to expand and renovate the Beach House at Menomonee Park; nearly $700,000 to expand the Camp Pow Wow lodge at Menomonee Park, which is used through partnership with the Association for the Rights of Citizens with Handicaps (ARCh), to provide recreational activities for adults and children with disabilities; $515,000 for bridge replacement at Wanaki Golf Course; about $500,000 for a new park shelter and restroom at Minooka Park to complete a multi-year effort to upgrade restrooms throughout the parks system; $440,000 for energy-saving investments at County park facilities (i.e., lighting upgrades); $216,800 to replace the dasher boards at the Naga-Waukee Ice Arena; and nearly $200,000 for orthophotography to update digitized maps for Land Information (GIS) Systems.

PUBLIC WORKS

Public works projects for highways and facilities combined are estimated at $52 million and represent 49% of the total plan. This includes road projects totaling $45.2 million. New and expanded road capacity construction is identified in priority corridors and is estimated to cost about $13.6 million, including about $9.2 million for about three miles of CTH M (North Avenue). The plan includes $2.1 million to begin construction of the West Waukesha Bypass in 2016. In the last two years of the plan, $2.2 million is included for design and land acquisition related to the eventual extension of CTH SR (Springdale Road), from State Highway 190 (Capitol Drive) to CTH K (construction in 2021). Road projects include $23.3 million for major maintenance and roadway rehabilitation; nearly $3.7 million for bridge improvements; and several spot safety improvements at an estimated cost of $4.7 million, primarily for intersection and signal work.

Facility projects totaling $6.8 million include $2.7 million for roofing upgrades at the UW-Waukesha (UWW) Campus (in addition to about $1.5 million already appropriated in previous budgets). A separate UWW project to replace rooftop air handling units is deleted from the plan and will instead be funded through the five-year Building Improvement Plan in the Department of Public Works operating budget to provide more flexibility in replacing units as they fail. The plan includes about $1.8 million to complete the demolition of the former Health and Human Services building in 2016. HVAC upgrades of $918,000 are planned for the highway substations and Highway Operations/Fleet building in 2016 and 2017. For 2017, the plan includes about $313,000 for replacement of a brinemaker and construction of a canopy roof at the Highway Operations/Fleet building. The plan includes $253,000 to replace the roof at the Mental Health Center in 2017-2018 The last three years of the plan include $800,000 for fuel tank replacement and another $700,000 planned for out-years, for a total project cost estimated at $1.5 million.

The plan does not include additional funding for Airport projects. However, the existing project to implement runway safety areas in accordance with Federal Aviation Administration rules includes a change in scope to add runway pavement, relocate navigational equipment, realign Silvernail Road and implement declared distances. The current federal timeline is for design in 2016 and construction in 2017.

GENERAL ADMINISTRATION – COUNTYWIDE TECHNOLGY PROJECTS

Countywide technology projects total $190,000, including $115,000 to upgrade County Boardroom technology in 2016. The current system is approximately 25-years-old and becoming difficult to repair. The project will upgrade technology to better support Supervisor vote tracking on agenda items, audio transmission of floor debates and visual presentation of vote tallies as well as visual presentation of supporting documents and public presentations. The plan also includes $75,000 in 2016 to study options for upgrading the Payroll and Human Resources information systems. The main purpose of this project is to develop strategies needed to acquire a system(s) that will offer greater functionality than the current systems, integrate and automate processes and facilitate new reporting requirements (e.g., Affordable Care Act).

DEBT FINANCING COSTS

Debt financing related costs on planned borrowing of $70 million over the five year plan, include promissory note discounts and is currently estimated at $805,000 over the five year plan period.

PROJECT TITLE	NO.	CURRENT APPROP.	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN	TOTAL FIVE-YEAR PLAN
PUBLIC WORKS AIRPORT								
RUNWAY 10/28 SAFETY AREAS	200310	$796,500						$0
PUBLIC WORKS - FLEET & HIGHWAY OPS								
REPLACE BRINE MAKER\CONSTR CANOPY ROOF	201401	$10,500		$313,200				$313,200
FUEL TANK REPLACEMENT AND INFRASTRUCTURE	201415	$0			$400,000	$200,000	$200,000	$800,000
EMERGENCY PREPAREDNESS - BUILDINGS								
COMMUNICATIONS CENTER EXPANSION	200808	$45,000	$203,000	$3,483,000				$3,686,000
PUBLIC WORKS - FACILITIES								
HWY OPS-FLEET HVAC UPGRADES	201206	$45,000		$718,000				$718,000
MHC ROOF REPLACEMENT	201412	$0		$15,000	$238,000			$253,000
LAW ENFORCEMENT CTR MECHANICAL UPGRADES	201413	$220,000	$2,376,000					$2,376,000
COURTHOUSE-CRIMINAL COURTROOM CONSTRUCT	201418	$0		$700,000	$8,000,000	$14,000,000	$13,700,000	$36,400,000
HIGHWAY SUBSTATION HVAC UPGRADES	201109	$36,000	$200,000					$200,000
DEMOLISH FORMER HHS BUILDING	201503	$1,515,000	$1,785,000					$1,785,000
UW - WAUKESHA								
UWW ROOFING UPGRADES	201210	$1,509,000	$700,000		$2,000,000			$2,700,000
PUBLIC WORKS - HIGHWAYS								
CTH I, CTH ES TO CTH O REHAB	201005	$353,000	$1,164,000	$681,000				$1,845,000
CTH Q OCON RIVER BRIDGE	201201	$0	$119,000	$22,000	$112,000			$253,000
CTH YY, UNDERWOOD CREEK STRUCTURE	201302	$0		$170,000	$179,000	$1,017,000		$1,366,000
CTH D, DEER CREEK BRIDGE	201303	$5,000		$110,000	$116,000			$226,000
CTH Y, PILAK CREEK TRIBUTARY BRIDGE RPLCMNT	201304	$0		$90,000	$24,000	$520,000		$634,000
CTH O, I-94 TO USH 18	201502	$0				$500,000	$500,000	$1,000,000
CHT P, BARK RIVER BRIDGE	200606	$574,000	$286,000					$286,000
WEST WAUKESHA BYPASS	200917	$8,820,000	$2,137,000					$2,137,000
CTH NN, STH 83 TO CTH ES	201006	$1,106,000	$1,798,000					$1,798,000
CTH M, CTH YY TO EAST COUNTY LINE	201008	$1,098,000	$1,200,000	$1,800,000	$2,861,000			$5,861,000
CTH M, CALHOUN RD TO CTH YY	201202	$0	$324,000	$1,732,000		$1,309,000		$3,365,000
CTH C, MILL STREET TO OAKWOOD ROAD	201116	$233,000	$2,128,000					$2,128,000
CTH XX, PEBBLE BROOK CREEK BRIDGE	201402	$5,000		$55,000	$11,000	$47,000		$113,000
CTH SR - EXTENSION, STH 190 TO CTH K	201507	$0				$447,000	$1,783,000	$2,230,000
CTH I, FOX RIVER BRIDGE	201601	$0	$6,000				$79,000	$85,000
CTH O & I INTERSECTION RECONSTRUCTION	201603	$0		$45,000	$50,000	$414,000		$509,000
CTH O, CTH I TO CTH ES	201610	$0					$923,000	$923,000
CTH C, HASSLINGER DRIVE INTERSECTION	201611	$0			$152,000	$214,000	$827,000	$1,193,000
CTH D, MORAINE HILLS DRIVE INTERSECTION	201613	$0				$62,000	$365,000	$427,000
CTH E, WOODLAND DRIVE INTERSECTION	201614	$0					$75,000	$75,000
CTH V V, MAIN STREET TO STH 74	201620	$0		$21,000	$60,000	$146,000		$227,000
BRIDGE AID PROGRAM	9131	$180,000	$100,000	$100,000				$200,000
CULVERT REPLACEMENT PROGRAM THRU 2017	9817	$1,920,000	$100,000	$100,000				$200,000
CULVERT REPLACEMENT PROGRAM 2018-2022	201618	$0			$100,000	$100,000	$100,000	$300,000
REPAVING PROGRAM 2013-2017	200911	$6,200,000	$3,000,000	$3,000,000				$6,000,000
REPAVING PROGRAM 2018-2022	201416	$0			$3,100,000	$3,100,000	$3,150,000	$9,350,000
SIGNAL/SAFETY IMPROVEMENTS	200427	$1,792,000	$1,250,000	$1,250,000				$2,500,000

PROJECT TITLE	NO.	CURRENT APPROP.	2016 BUDGET	2017 PLAN	2018 PLAN	2019 PLAN	2020 PLAN	TOTAL FIVE-YEAR PLAN
PARKS AND LAND USE								
ENERGY EFFICIENCY IMPROVEMENTS	201208	$995,200	$180,000	$260,000				$440,000
WANAKI GOLF COURSE BRIDGE REPLACEMENT	201309	$210,000		$257,500	$257,500			$515,000
WAUKESHA-BROOKFIELD MULTI-USE TRAIL	201407	$500,000			$2,716,000			$2,716,000
PARK BEACH AREA RENOVATIONS	201408	$15,000						$0
CAMP POW WOW EXPANSION	201504	$54,400					$695,600	$695,600
MINOOKA RESTROOM SHELTER	201602	$0	$50,000	$447,200				$497,200
MEN. PARK BEACH HOUSE EXPAN. & RENOVATION	201605	$0		$54,000	$903,000			$957,000
RETZER NATURE CNTR MRF EDU SPACE RENOV.	201606	$0	$356,000					$356,000
LAKE COUNTRY TRAIL STH 67 UNDERPASS	201607	$0	$229,000	$962,000				$1,191,000
NAGA-WAUKEE ICE ARENA DASHER BOARD PROJ	201608	$0	$216,800					$216,800
2020 ORTHOPHOTOGRAPHY	201609	$0					$195,500	$195,500
PAVEMENT MANAGEMENT PLAN 2013 - 2017	200824	$1,300,000	$500,000	$600,000				$1,100,000
PAVEMENT MANAGEMENT PLAN 2018 - 2022	201406	$0			$700,000	$700,000	$700,000	$2,100,000
IT - SHERIFF								
SEC REC/DISP EQUIP RPLCMNT/VIDEO VISIT STUDY	201615	$0	$55,000			$246,000		$301,000
IT - COUNTY BOARD/COUNTY CLERK								
COUNTY BOARDROOM TECH UPGRADE PROJ	201619	$0	$115,000					$115,000
IT - COUNTYWIDE								
PAYROLL/HR INFORMATION SYSTEM	201617	$0	$75,000					$75,000
EST. FINANCING (Includes Arb Rebate/Discount)	999999		$130,000	$150,000	$175,000	$175,000	$175,000	$805,000
GROSS EXPENDITURES			**$20,782,800**	**$17,135,900**	**$22,154,500**	**$23,197,000**	**$23,468,100**	**$106,738,300**
REVENUES								
Golf Course Fund Bal - #201309 Wanaki Bridge Rplcmnt, #201208 Energy Efficiency			$65,000	$257,500	$257,500			$580,000
MRF Fund Balance - #201606 Retzer Nature Center Remodeling			$356,000					$356,000
Ice Arenas Fund Bal - #201608 Naga-Waukee Ice Arena Dasher Board Replcmnt			$216,800					$216,800
LIS Fund Balance #201609 Orthophotography							$195,500	$195,500
Municipal Cost Share for Communications Center #200808 Comm Center Expansion				$708,400				$708,400
Revenue - #200917 Waukesha West Bypass			$200,000					$200,000
CHIP D Revenue - #201006 CTH NN, STH 83 to CTH ES			$544,000					$544,000
Local Revenue - #201006 CTH NN, STH 83 to CTH ES			$1,218,000					$1,218,000
Local Revenue - #201008 CTH M, CTH YY to East County Line					$210,000			$210,000
Local Revenue - #201202 CTH M, Calhoun Rd to CTH YY						$90,000		$90,000
Local Reimbursement Project 201116 CTH C Mill St to Oakwood Rd			$741,000					$741,000
Developer Cost-Share - #201603 CTH O & I Intersection						$125,500		$125,500
CHIP D Revenue - #200911 Repaving Program 2013-2017			$300,000	$300,000				$600,000
CHIP Revenue - #200911 Repaving Program 2013-2017			$300,000	$300,000				$600,000
Revenue - #201407 Waukesha-Brookfield Multi-Use Trail					$2,580,300			$2,580,300
Partner (ARCh) share for #201504 Camp Pow Wow Expansion							$375,000	$375,000
Partner share for #201605 Menomonee Park Beach House Renovation					$300,000			$300,000
Revenue - #201607 Lake County Trail STH 67 Underpass			$50,000	$914,000				$964,000
Subtotal Revenue, Proprietar and Restricted Sepecial Rev Fund Balance			**$3,990,800**	**$2,479,900**	**$3,347,800**	**$215,500**	**$570,500**	**$10,604,500**
Net Expenditures			**$16,792,000**	**$14,656,000**	**$18,806,700**	**$22,981,500**	**$22,897,600**	**$96,133,800**
State Shared Revenue/Utility Payment			$100,000	$150,000				$250,000
Personal Property Replacement - State Aid			$600,000	$600,000				$1,200,000
General Fund and Capital Project Fund Balance			$2,070,000	$510,000	$0	$246,000	$0	$2,826,000
Subtotal			**$2,770,000**	**$1,260,000**	**$0**	**$246,000**	**$0**	**$4,276,000**
EXPENDITURES BEFORE TAXES, DEBT BORROWING AND INTEREST			**$14,022,000**	**$13,396,000**	**$18,806,700**	**$22,735,500**	**$22,897,600**	**$91,857,800**

Return to Table of Contents

Stats./Trends

Return to Table of Contents

TABLE OF CONTENTS
STATS./TRENDS

Table 1: Major Property Tax Levy For State Mandated Services....517
Table 2: Waukesha County Demographic Statistics Trends....518

Table 3: Waukesha County Population....519
Table 4: Waukesha County Equalized Property Value by Municipality....520

Table 5: Equalized Property Value Rate of Change....521
Table 6: Equalized Property Value by Class of Property....522

Table 7: General County Purpose Property Tax Levy....523
Table 8: Federated Library Property Tax Levy....524

Table 9: Comparative Counties Property Rates....525
Table 10: Comparative Counties Property Tax Per Person....526

Table 11: Outstanding Debt Per Capita....527
Table 12: Debt Service as a Percent of Operating Expenditures....528

Table 13: Operating Revenues Per Capita....529
Table 14: Operating Expenditures Per Capita....530

Table 15: Employees Per 1,000 Population....531
Table 16: Personnel Costs as a Percent of Net Operating Budget....532

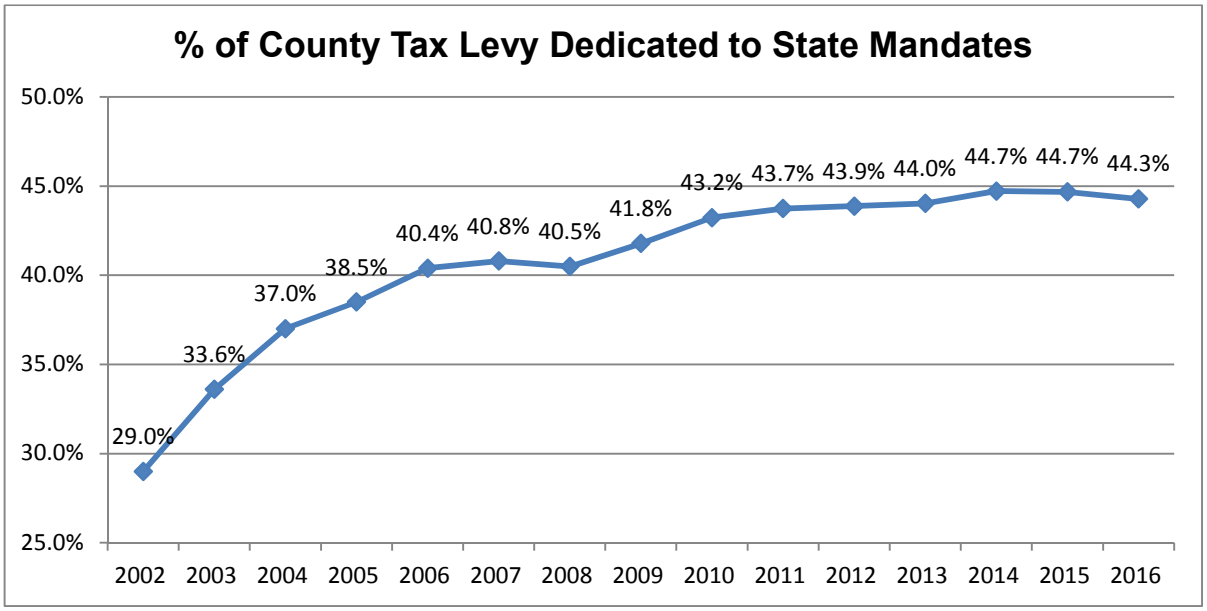
Table 17: Budgeted Expenditures and Tax Levy....533
Table 18: Operating and Capital Budget Summary with 8 Mo. Information....534

Budgeted Positions Summary By Department....535
Summary of Net Change in Funded Regular Full-Time/Part-Time Positions....536
Regular Full-Time/Part-Time Budgeted Positions Summary....538
Position Detail Summary
-Administration....539
-Circuit Courts Services....546
-Corporation Counsel....548
-County Board....550
-County Clerk....551
-County Executive....552
-District Attorney....553
-Emergency Preparedness....554
-Federated Library....556
-Health & Human Services....558
-Medical Examiner....571
-Parks & Land Use....572
-Public Works....582
-Register of Deeds....589
-Sheriff....590
-Treasurer....593
-University of Wisconsin - Extension....594
Glossary of Significant Terms....595
Glossary of Acronyms....604
Agency/Subject Budget Index....605

Table 1
MAJOR PROPERTY TAX LEVY FUNDING FOR STATE MANDATED SERVICES

The share of County tax levy that is required to fund State mandates reduces discretionary spending that is available for nonmandated essential services and programs. Estimated mandated County tax levy include court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrents and baliff servces. Mandate law enforcement services includes probations/parole holds, corrections, and law enforcement service levels for patrol services required by statute. The largest share of mandates are for federal/state health and human service programs administered by the County.

State Revenues include Shared Revenues and Transportation Aids.



	PREVIOUS FIVE YEARS				
Item	**2012**	**2013**	**2014**	**2015**	**2016**
		(Values in millions)			
County Tax Levy Budget:	$98.0	$98.8	$99.5	$100.5	$100.9
Estimated Major State Mandated Net Expenditures:	$48.7	$49.0	$50.0	$50.2	$50.1
State Discretionary Revenue Offsets:	$5.7	$5.5	$5.5	$5.3	$5.4
County Tax Levy for Major State Mandates:	$43.0	$43.5	$44.5	$44.9	$44.7
% of County Tax Levy for Major State Mandates:	43.9%	44.0%	44.7%	44.7%	44.3%

Return to Table of Contents

Table 2
COUNTY DEMOGRAPHICS STATISTICS TRENDS

Fiscal Year	(1) Population	(2) Per Capita Income	(3) Number Of Jobs	(4) Unemployment Rate	(5) Public School Enrollment	(5) Private School Enrollment	(6) Median Age	
2004	373,339	$45,701	226,862	4.2%	61,831	13,038	40.2	
2005	377,348	$46,970	230,607	3.8%	62,472	12,718	40.3	
2006	379,577	$51,291	234,852	3.8%	62,859	12,801	40.6	
2007	381,651	$52,632	236,413	4.1%	63,082	12,919	41	
2008	382,697	$53,930	233,316	4.0%	62,868	12,539	41.8	
2009	383,190	$52,180	220,842	7.5%	63,685	12,004	41.1	
2010	389,891	$52,707	218,361	7.3%	63,868	11,530	42	(7)
2011	390,267	$56,321	222,978	6.5%	63,309	12,403	42.3	
2012	390,914	$58,895	226,848	5.8%	63,118	11,663	42.7	
2013	391,478	$59,379	229,257	5.6%	62,656	11,517	42.9	
2014	392,761	*	231,232	4.5%	62,285	11,734	42.4	

* Information unavailable

SOURCES

(1) Wisconsin Department of Administration
(2) Bureau of Economic Analysis - US Department of Commerce (2004-2013 relfect revised estimates as of August 2014)
(3) Wisconsin Department of Workforce Development
(4) Wisconsin Department of Workforce Development
(5) Wisconsin Department of Public Instruction
(6) U.S. Census, American Fact Finder
(7) 2010 Census

Return to Table of Contents

Table 3
WAUKESHA COUNTY POPULATION

According to the 2015 preliminary population estimates by the Wisconsin Department of Administration, the current population of Waukesha County is 393,927. This represents an increase of 4,036 persons county-wide, or 1% from the 2010 Census.

	2010 CENSUS	2014	2015	'14 - '15 CHANGE	'10 - '15 % CHANGE
CITIES					
Brookfield	37,920	37,847	37,859	12	0.03%
Delafield	7,085	7,093	7,111	18	0.25%
Milwaukee*	0	0	0	0	0.00%
Muskego	24,135	24,304	24,410	106	0.44%
New Berlin	39,584	40,130	40,195	65	0.16%
Oconomowoc	15,759	16,293	16,464	171	1.09%
Pewaukee	13,195	13,728	13,843	115	0.87%
Waukesha	70,718	71,044	71,316	272	0.38%
CITIES TOTAL	208,396	210,439	211,198	759	0.36%
TOWNS					
Brookfield	6,116	6,064	6,049	(15)	-0.25%
Delafield	8,400	8,221	8,227	6	0.07%
Eagle	3,507	3,507	3,507	0	0.00%
Genesee	7,340	7,330	7,348	18	0.25%
Lisbon	10,157	10,236	10,250	14	0.14%
Merton	8,338	8,383	8,402	19	0.23%
Mukwonago	7,959	8,010	8,020	10	0.13%
Oconomowoc	8,408	8,602	8,609	7	0.08%
Ottawa	3,859	3,876	3,880	4	0.10%
Vernon	7,601	7,624	7,632	8	0.11%
Waukesha	9,133	9,168	9,170	2	0.02%
TOTAL TOWNS	80,818	81,021	81,094	73	0.09%
VILLAGES					
Big Bend	1,290	1,292	1,296	4	0.31%
Butler	1,841	1,832	1,827	(5)	-0.27%
Chenequa	590	587	588	1	0.17%
Dousman	2,302	2,327	2,325	(2)	-0.09%
Eagle	1,950	1,946	1,953	7	0.36%
Elm Grove	5,934	5,963	5,956	(7)	-0.12%
Hartland	9,110	9,141	9,167	26	0.29%
Lac la Belle	289	291	290	(1)	-0.35%
Lannon	1,107	1,099	1,109	10	0.90%
Menomonee Falls	35,626	35,798	35,928	130	0.36%
Merton	3,346	3,435	3,468	33	0.99%
Mukwonago	7,254	7,390	7,478	88	1.21%
Nashotah	1,395	1,387	1,382	(5)	-0.36%
North Prairie	2,141	2,144	2,144	0	0.00%
Oconomowoc Lake	595	589	585	(4)	-0.67%
Pewaukee	8,166	8,154	8,138	(16)	-0.20%
Summit	4,674	4,713	4,719	6	0.13%
Sussex	10,518	10,669	10,743	74	0.70%
Wales	2,549	2,544	2,539	(5)	-0.20%
TOTAL VILLAGES	100,677	101,301	101,635	334	0.33%
TOTAL: COUNTY	389,891	392,761	393,927	1,166	0.30%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

SOURCE: Wisconsin Department of Administration.

Return to Table of Contents

Table 4
EQUALIZED PROPERTY VALUE BY MUNICIPALITY

According to the August 15, 2015 reports provided by the State Department of Revenue, the total equalized property value in Waukesha County, including all Tax Increment Districts, is $50,187,624,500. This represents a increase of $1,192,607,600 or 2.43% from 2014. A table listing 2014 and 2015 equalized values for municipalities is presented below. County-wide property values, as reflected in the equalized valuation, have increased.

	2014 EQUAL PROP. VALUE	2015 EQUAL PROP. VALUE	'14-'15 CHANGE	% CHANGE
CITIES:				
Brookfield	$6,321,394,700	$6,460,106,800	$138,712,100	2.19%
Delafield	$1,318,097,600	$1,359,614,200	$41,516,600	3.15%
* Milwaukee	$12,633,500	$12,563,700	($69,800)	-0.55%
Muskego	$2,644,311,300	$2,706,118,900	$61,807,600	2.34%
New Berlin	$4,703,599,700	$4,808,727,900	$105,128,200	2.24%
Oconomowoc	$1,860,351,900	$1,918,686,500	$58,334,600	3.14%
Pewaukee	$2,682,773,200	$2,807,997,900	$125,224,700	4.67%
Waukesha	$5,546,910,300	$5,664,111,600	$117,201,300	2.11%
SUBTOTAL	$25,090,072,200	$25,737,927,500	$647,855,300	2.58%
TOWNS:				
Brookfield	$979,150,300	$964,456,300	($14,694,000)	-1.50%
Delafield	$1,388,798,900	$1,482,061,800	$93,262,900	6.72%
Eagle	$439,546,900	$444,946,800	$5,399,900	1.23%
Genesee	$888,842,200	$916,662,200	$27,820,000	3.13%
Lisbon	$1,054,644,000	$1,081,769,100	$27,125,100	2.57%
Merton	$1,437,796,500	$1,474,347,800	$36,551,300	2.54%
Mukwonago	$831,954,300	$850,061,200	$18,106,900	2.18%
Oconomowoc	$1,386,514,300	$1,455,892,000	$69,377,700	5.00%
Ottawa	$515,515,200	$517,097,000	$1,581,800	0.31%
Vernon	$801,301,200	$823,104,100	$21,802,900	2.72%
Waukesha	$915,414,800	$920,256,800	$4,842,000	0.53%
SUBTOTAL	$10,639,478,600	$10,930,655,100	$291,176,500	2.74%
VILLAGES:				
Big Bend	$143,260,200	$147,500,500	$4,240,300	2.96%
Butler	$244,134,500	$247,977,500	$3,843,000	1.57%
Chenequa	$455,550,200	$443,267,900	($12,282,300)	-2.70%
Dousman	$174,715,800	$178,863,500	$4,147,700	2.37%
Eagle	$144,892,500	$154,133,700	$9,241,200	6.38%
Elm Grove	$1,054,284,600	$1,076,396,900	$22,112,300	2.10%
Hartland	$1,167,590,600	$1,189,880,500	$22,289,900	1.91%
Lac la Belle	$107,641,800	$109,786,400	$2,144,600	1.99%
Lannon	$108,443,800	$114,285,300	$5,841,500	5.39%
Menomonee Falls	$4,493,874,800	$4,583,053,600	$89,178,800	1.98%
Merton	$376,123,800	$390,073,900	$13,950,100	3.71%
Mukwonago	$705,867,600	$730,516,100	$24,648,500	3.49%
Nashotah	$177,638,500	$176,327,300	($1,311,200)	-0.74%
North Prairie	$217,495,300	$220,510,400	$3,015,100	1.39%
Oconomowoc Lake	$316,908,100	$312,903,400	($4,004,700)	-1.26%
Pewaukee	$899,143,000	$927,731,500	$28,588,500	3.18%
Summit	$921,408,200	$942,920,100	$21,511,900	2.33%
Sussex	$1,202,160,100	$1,221,640,000	$19,479,900	1.62%
Wales	$354,332,700	$351,273,400	($3,059,300)	-0.86%
SUBTOTAL	$13,265,466,100	$13,519,041,900	$253,575,800	1.91%
TOTAL	$48,995,016,900	$50,187,624,500	$1,192,607,600	2.43%

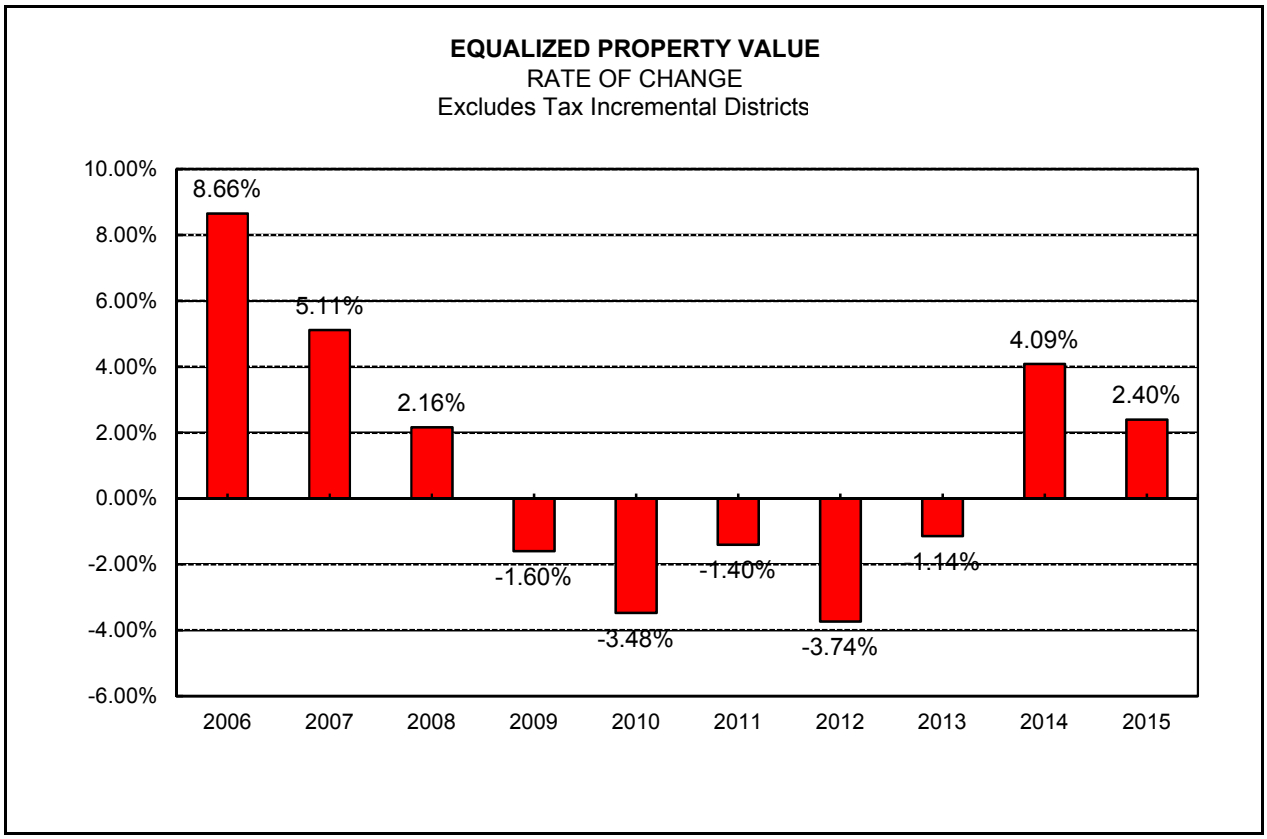
* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

SOURCE: Wisconsin Department of Revenue.

Return to Table of Contents

Table 5
EQUALIZED PROPERTY VALUE
Excludes Tax Incremental Districts

Equalized property value is a broad measure of the County's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the County levy. In 2002-2007, higher market based inflation rates ranging from 4.2%-9% on residential properties (over 75% of total value) along with new construction were primarily responsible for greater valuation growth rates than in recent years. Beginning in 2009, deflation on residential property rates offset by new construction of less than 2% are responsible for most of the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30 years. Housing sales experienced since 2013 suggests that residential property values are recovering.

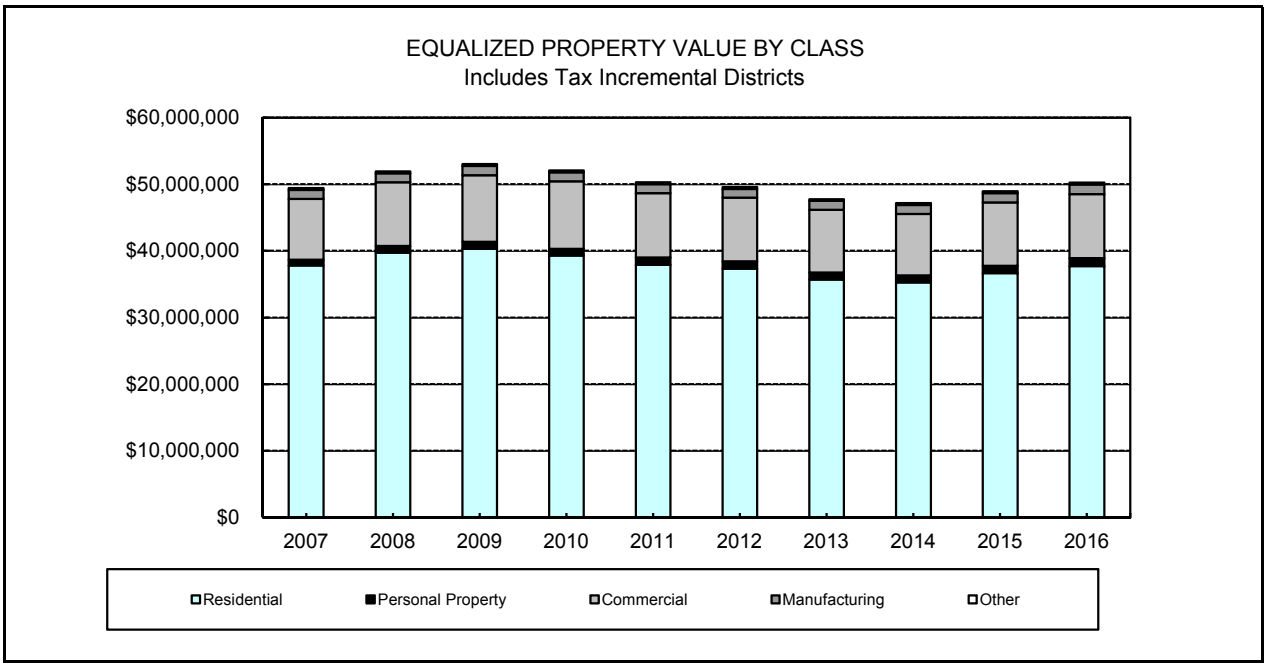


Valuation Year	Total Value	Change In Valuation	Rate of Change
2006	$48,476,599,550	$3,862,507,100	8.66%
2007	$50,954,981,250	$2,478,381,700	5.11%
2008	$52,055,313,050	$1,100,331,800	2.16%
2009	$51,220,442,050	($834,871,000)	-1.60%
2010	$49,439,797,100	($1,780,644,950)	-3.48%
2011	$48,747,058,300	($692,738,800)	-1.40%
2012	$46,923,448,900	($1,823,609,400)	-3.74%
2013	$46,387,463,200	($535,985,700)	-1.14%
2014	$48,283,418,200	$1,895,955,000	4.09%
2015	$49,440,690,500	$1,157,272,300	2.40%

Return to Table of Contents

Table 6
EQUALIZED PROPERTY VALUE BY CLASS OF PROPERTY
Including Tax Incremental Districts

The total value of equalized property including all tax incremental districts reported for Waukesha County in budget year 2015 is $49.0 billion. The total reflects the combined valuation of several separate classes of property including: residential, personal, commercial, manufacturing, and agricultural, forest/swamp/other properties. Changes in the relative proportion of these classes of property reflect the growth and economic development trends of the County. Market values in the residential tax base have declined in recent years resulting in a decrease in this proportion of the tax base to 75% from 76% in 2008. Residential valuation increased by 2.9% based on prior year analysis by the Wisconsin Department of Revenue. Commercial properties and manufacturing continue to maintain their share of the tax base at 19% and 3% respectively for budget year 2016.



Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other	Total Value
	($000's)					
2007	$37,785,792	$967,353	$9,090,014	$1,367,315	$266,636	$49,477,110
2008	$39,743,016	$1,017,478	$9,557,795	$1,372,812	$297,043	$51,988,144
2009	$40,317,412	$1,047,674	$10,024,713	$1,369,402	$296,676	$53,055,877
2010	$39,273,723	$1,100,032	$10,084,520	$1,355,180	$298,055	$52,111,510
2011	$37,883,814	$1,103,080	$9,655,814	$1,360,989	$285,177	$50,288,874
2012	$37,329,217	$1,076,627	$9,525,264	$1,335,918	$285,537	$49,552,563
2013	$35,670,846	$1,055,120	$9,389,591	$1,346,196	$278,012	$47,739,765
2014	$35,263,595	$1,105,906	$9,202,897	$1,367,263	$277,706	$47,217,367
2015	$36,654,772	$1,159,551	$9,509,067	$1,395,080	$276,547	$48,995,017
2016	$37,729,840	$1,103,400	$9,641,547	$1,433,208	$279,629	$50,187,625
% of Total	75.2%	2.2%	19.2%	2.9%	0.6%	100.0%

Return to Table of Contents

Table 7
GENERAL COUNTY PURPOSE PROPERTY TAX LEVY DATA
EXCLUDES FEDERATED LIBRARY

	BUDGET YEAR	TAX YEAR	PROPERTY TAX RATES --PER $1,000 OF EQUALIZED VALUE-- GENERAL COUNTY RATE(1)	RATE CHANGE ($$)	Tax Rate Change (%)
	2006	2005	$1.96	($0.15)	-6.95%
	2007	2006	$1.83	($0.13)	-6.77%
	2008	2007	$1.78	($0.05)	-2.95%
	2009	2008	$1.79	$0.01	0.66%
	2010	2009	$1.87	$0.08	4.50%
	2011	2010	$1.97	$0.10	5.42%
	2012	2011	$2.01	$0.04	2.03%
	2013	2012	$2.11	$0.10	4.98%
	2014	2013	$2.15	$0.04	1.66%
	2015	2014	$2.08	($0.06)	-2.97%
Proposed	**2016**	**2015**	**$2.04**	**($0.04)**	**-1.90%**

	BUDGET YEAR	TAX YEAR	COUNTY TAX LEVY(2)	TAX LEVY CHANGE ($$)	Tax Levy Change (%)
	2006	2005	$87,595,762	$2,675,931	3.15%
	2007	2006	$88,696,977	$1,101,215	1.26%
	2008	2007	$90,524,503	$1,827,526	2.06%
	2009	2008	$93,086,754	$2,562,251	2.83%
	2010	2009	$95,717,457	$2,630,703	2.83%
	2011	2010	$97,422,065	$1,704,608	1.78%
	2012	2011	$98,037,483	$615,418	0.63%
	2013	2012	$98,798,522	$761,039	0.78%
	2014	2013	$99,505,152	$706,630	0.72%
	2015	2014	$100,492,252	$987,100	0.99%
Proposed	**2016**	**2015**	**$100,948,163**	**$455,911**	**0.45%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE WITHOUT TIDS (3)	EQUALIZED VALUE CHANGE ($$)	Equalized Value Change (%)
	2006	2005	$44,614,092,450	$4,370,027,400	10.86%
	2007	2006	$48,476,599,550	$3,862,507,100	8.66%
	2008	2007	$50,954,981,250	$2,478,381,700	5.11%
	2009	2008	$52,055,313,050	$1,100,331,800	2.16%
	2010	2009	$51,220,442,050	($834,871,000)	-1.60%
	2011	2010	$49,439,797,100	($1,780,644,950)	-3.48%
	2012	2011	$48,747,058,300	($692,738,800)	-1.40%
	2013	2012	$46,923,448,900	($1,823,609,400)	-3.74%
	2014	2013	$46,387,463,200	($535,985,700)	-1.14%
	2015	2014	$48,283,418,200	$1,895,955,000	4.09%
Proposed	**2016**	**2015**	**$49,440,690,500**	**$1,157,272,300**	**2.40%**

NOTES:
(1) Rounded to nearest cent.
(2) Excludes amounts for Federated Library System.
(3) Equalized value excludes tax incremental financing districts (TIDs).

Return to Table of Contents

Table 8
FEDERATED LIBRARY PROPERTY TAX LEVY DATA

	BUDGET YEAR	TAX YEAR	FEDERATED LIBRARY PROPERTY TAX RATE --PER $1,000 OF EQUALIZED VALUE-- GENERAL COUNTY RATE	RATE CHANGE ($$)	RATE CHANGE (%)
	2006	2005	$0.2416	$0.0062	2.62%
	2007	2006	$0.2232	($0.0184)	-7.62%
	2008	2007	$0.2159	($0.0073)	-3.26%
	2009	2008	$0.2210	$0.0051	2.34%
	2010	2009	$0.2314	$0.0104	4.70%
	2011	2010	$0.2460	$0.0146	6.31%
	2012	2011	$0.2514	$0.0054	2.21%
	2013	2012	$0.2690	$0.0176	7.00%
	2014	2013	$0.2768	$0.0078	2.89%
	2015*	2014	$0.2863	$0.0095	3.44%
Proposed	**2016**	**2015**	$0.2830	**($0.0033)**	**-1.15%**

	BUDGET YEAR	TAX YEAR	COUNTY LEVY FOR FED LIB.	TAX LEVY CHANGE ($$)	TAX LEVY CHANGE (%)
	2006	2005	$2,576,634	($164,752)	-6.01%
	2007	2006	$2,597,084	$20,450	0.79%
	2008	2007	$2,663,828	$66,744	2.57%
	2009	2008	$2,752,289	$88,461	3.32%
	2010	2009	$2,773,900	$21,611	0.79%
	2011	2010	$2,853,939	$80,039	2.89%
	2012	2011	$2,883,486	$29,547	1.04%
	2013	2012	$2,930,604	$47,118	1.63%
	2014	2013	$2,965,628	$35,024	1.20%
	2015*	2014	$3,424,360	$458,732	15.47%
Proposed	**2016**	**2015**	**$3,464,119**	**$39,759**	**1.16%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE MUNICIPALITIES W/O LIBRARIES	EQUALIZED VALUE CHANGE ($$)	EQUALIZED VALUE CHANGE (%)
	2006	2005	$10,664,628,100	($978,712,400)	-8.41%
	2007	2006	$11,636,122,500	$971,494,400	9.11%
	2008	2007	$12,337,085,300	$700,962,800	6.02%
	2009	2008	$12,454,954,400	$117,869,100	0.96%
	2010	2009	$11,989,066,300	($465,888,100)	-3.74%
	2011	2010	$11,602,963,300	($386,103,000)	-3.22%
	2012	2011	$11,470,523,100	($132,440,200)	-1.14%
	2013	2012	$10,892,995,400	($577,527,700)	-5.03%
	2014	2013	$10,714,775,800	($178,219,600)	-1.64%
	2015*	2014	$11,960,623,400	$1,245,847,600	11.63%
Proposed	**2016**	**2015**	**$12,239,774,800**	**$279,151,400**	**2.33%**

*Increase in Federated Library Tax Levy rate, levy amount and equalized value for municipalities without libraries is primarily due to the dissolution of the joint library agreement between the Town of Lisbon and Village of Sussex, resulting in the Town of Lisbon becoming a non-library community.

Return to Table of Contents

Table 9
COMPARATIVE COUNTIES PROPERTY RATES
FOR 2015 ADOPTED BUDGET

Waukesha County's property tax rate is ranked 70th of 72 counties for 2015 budget purposes. An asterisk (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

	County	2014 Rank	Property Tax Rate For 2015 Budget (a)		County	2014 Rank	Property Tax Rate For 2015 Budget (a)
*	Menominee	1	$9.14		Kenosha	38	$5.28
	Taylor	2	$8.27	*	Calumet	39	$5.25
	Clark	8	$8.09		Barron	43	$5.24
	Crawford	3	$8.00		Shawano	45	$5.20
	Dunn	4	$7.97		Oconto	41	$5.20
*	Kewaunee	5	$7.59		Columbia	40	$5.17
	Adams	6	$7.57		Marathon	42	$5.16
	Marquette	7	$7.54		Portage	36	$5.11
	Pepin	10	$7.19		Milwaukee	44	$5.10
	Lafayette	11	$7.03		Wood	49	$4.98
	Waushara	14	$6.94		Sauk	50	$4.97
	Florence	18	$6.87		Douglas	46	$4.95
	Jackson	12	$6.86	*	Outagamie	47	$4.95
	Rock	9	$6.78		Forest	48	$4.71
	Juneau	17	$6.66		Walworth	51	$4.71
	Richland	13	$6.64		Jefferson	53	$4.70
	Waupaca	16	$6.62		Marinette	56	$4.66
	Monroe	15	$6.53		Washburn	55	$4.55
	Green Lake	20	$6.40		Iron	52	$4.51
	Pierce	19	$6.20	*	Brown	54	$4.48
	Fond du Lac	22	$6.12		Grant	57	$4.05
	Lincoln	21	$6.11		Eau Claire	61	$3.97
	Iowa	24	$5.97		St Croix	58	$3.96
	Buffalo	23	$5.92	*	Racine	59	$3.90
*	Manitowoc	26	$5.83		La Crosse	60	$3.89
*	Winnebago	28	$5.74		Door	65	$3.82
	Green	25	$5.74		Bayfield	64	$3.79
	Ashland	32	$5.70		Chippewa	62	$3.77
	Dodge	29	$5.68		Burnett	63	$3.75
*	Sheboygan	33	$5.64		Dane	66	$3.12
	Vernon	31	$5.61		Sawyer	67	$3.01
	Trempealeau	27	$5.57		Washington	68	$2.82
	Langlade	34	$5.54		Oneida	69	$2.32
	Price	30	$5.51	*	Waukesha	70	$2.15
	Rusk	37	$5.51		Ozaukee	72	$1.93
	Polk	35	$5.44		Vilas	71	$1.88

(a) Property tax rates shown include library system and other special taxing authorities. Source: Compiled by the Wisconsin Taxpayers Alliance. In previous years the Wisconsin Department of Revenue provided this information, but no longer. In a previous State budget, the County Tax Rate sheet that was required to be filled out and filed by each county was suspended.

Return to Table of Contents

Table 10
COMPARATIVE COUNTIES PROPERTY TAX PER PERSON
FOR 2014 AND 2015 BUDGETS

Waukesha County's property tax per person is ranked 69th of 72 counties for 2015 budget purposes. An asterik (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

County	2014 Rank	2015 Rank	2014 Tax Levy Per Person	2015 Tax Levy Per Person	County	2014 Rank	2015 Rank	2014 Tax Levy Per Person	2015 Tax Levy Per Person
Door	1	1	$905.89	$940.28	Barron	41	37	$394.94	$416.65
Florence	2	2	$873.95	$914.20	Pierce	34	38	$415.09	$415.60
Adams	3	3	$823.69	$828.78	Ashland	35	39	$407.75	$409.78
Marquette	4	4	$746.19	$754.68	* Sheboygan	39	40	$402.54	$407.49
Green Lake	5	5	$725.37	$729.14	Monroe	40	41	$397.46	$405.94
Iron	6	6	$722.57	$712.44	Fond du Lac	42	42	$394.73	$404.31
Waushara	8	7	$640.19	$662.99	Green	38	43	$402.69	$403.94
Washburn	7	8	$658.20	$661.02	Rock	43	44	$390.25	$393.78
Bayfield	11	9	$621.45	$629.57	* Winnebago	44	45	$385.69	$389.00
* Menominee	10	10	$623.52	$623.82	Marinette	50	46	$360.79	$382.72
Sawyer	12	11	$617.64	$611.12	Richland	46	47	$369.94	$371.88
Burnett	13	12	$594.84	$598.63	Kenosha	48	48	$362.48	$370.57
Vilas	9	13	$638.67	$597.59	Douglas	51	49	$356.11	$368.31
Walworth	14	14	$593.47	$594.66	Portage	47	50	$362.80	$367.25
Forest	15	15	$579.60	$578.89	Dodge	49	51	$360.92	$366.87
Price	16	16	$557.14	$556.68	* Outagamie	54	52	$352.40	$359.29
* Kewaunee	17	17	$536.36	$533.96	* Manitowoc	52	53	$354.75	$357.26
Taylor	18	18	$509.26	$527.72	Shawano	53	54	$352.48	$355.67
Pepin	19	19	$508.46	$519.83	* Calumet	56	55	$345.55	$351.72
Polk	20	20	$487.28	$493.37	Marathon	57	56	$344.08	$349.79
Crawford	23	21	$475.72	$489.85	Trempealeau	55	57	$348.23	$347.93
Jackson	21	22	$484.36	$486.07	St Croix	58	58	$328.69	$343.63
Sauk	25	23	$465.09	$481.19	Jefferson	60	59	$321.71	$338.18
Oconto	22	24	$479.41	$480.80	Vernon	59	60	$327.88	$328.70
Dunn	24	25	$465.69	$476.70	* Brown	61	61	$321.51	$319.40
Lincoln	26	26	$462.39	$472.78	Dane	62	62	$298.47	$307.37
Waupaca	27	27	$460.02	$468.68	Wood	63	63	$296.18	$304.14
Langlade	28	28	$457.74	$459.20	Milwaukee	64	64	$294.79	$298.86
Juneau	30	29	$443.16	$451.89	Eau Claire	69	65	$262.48	$275.59
Iowa	29	30	$445.44	$444.58	Chippewa	66	66	$267.18	$273.06
Buffalo	31	31	$434.34	$441.16	La Crosse	67	67	$266.95	$270.50
Columbia	32	32	$433.74	$437.75	Washington	65	68	$274.78	$266.23
Rusk	37	33	$403.64	$433.42	* Waukesha	70	69	$261.73	$264.56
Oneida	33	34	$424.63	$429.41	* Racine	68	70	$262.81	$261.63
Clark	45	35	$384.50	$421.36	Ozaukee	71	71	$231.23	$230.20
Lafayette	36	36	$405.56	$420.11	Grant	72	72	$216.55	$215.44

Source: Compiled by the Wisconsin Taxpayers Alliance and information from the Wisconsin Department of

Return to Table of Contents

Table 11
OUTSTANDING DEBT PER CAPITA

Outstanding debt is defined as the remaining principal on general obligation bonds which the County has pledged its full faith and credit, and unlimited taxing power. Dividing the outstanding debt by the current population is another indicator of the burden on the community of the general obligation debt issued.

-In 2007, the County paid down $1.5 million of the 2000 debt issue.

-In 2008, borrowing was reduced from $12,000,000 in the 2008 adopted budget to $10,000,000 with the appropriation of general fund balance available from favorable 2007 year end results.

-In 2009, borrowing was reduced from $10,000,000 to $8,000,000 due to the reduction in project expenditures. The County also refinanced $7.7 million of debt issued in 2001 and 2002.

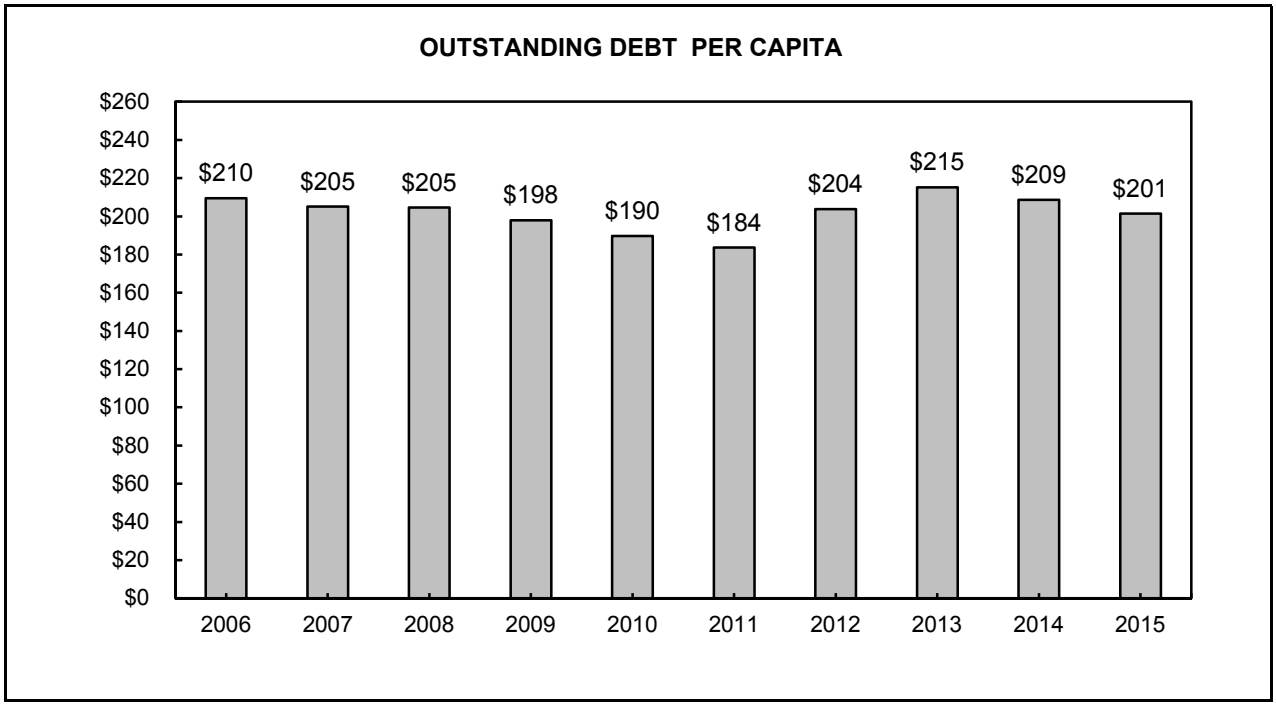
-In 2010, borrowing was reduced from $10,000,000 to $9,000,000 due to delays in project expenditures.

-In 2011, the County refinanced $9.9 million of debt issued in 2003 & 2004 resulting in future interest savings.

-In 2012, the County refinanced $6,635,000 of the debt issued in 2005.

-In 2013, the County refinanced $4,550,000 of the debt issued in 2006.

-In 2014, the County refinanced $4,255,000 of the debt issued in 2007.



Year	Current Year Borrowing	Outstanding Debt	Population	Debt Per Capita
2006	$12,000,000	$79,525,000	379,577	$210
2007	$10,000,000	$78,250,000	381,651	$205
2008	$10,000,000	$78,320,000	382,697	$205
2009 *	$8,000,000	$75,855,000	383,190	$198
2010	$9,000,000	$73,930,000	389,891	$190
2011 *	$10,000,000	$71,660,000	390,267	$184
2012	$20,000,000	$79,665,000	390,914	$204
2013	$17,000,000	$84,235,000	391,478	$215
2014	$10,000,000	$81,970,000	392,761	$209
2015	$10,000,000	$79,335,000	393,927	$201

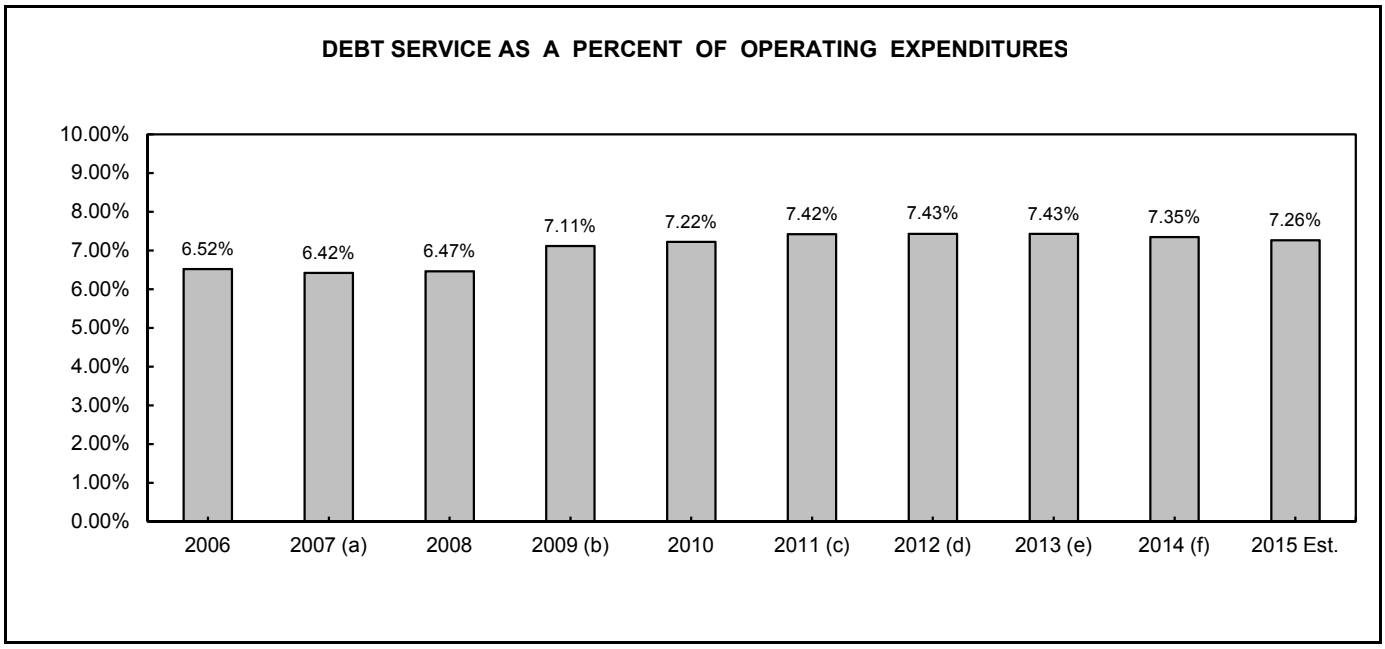
* Does not include debt issued to refinance prior year issues.

Return to Table of Contents

Table 12
DEBT SERVICE AS A PERCENT OF OPERATING EXPENDITURES

Debt service includes principal and interest payments on general county debt obligations borrowed for capital project expenditures. Debt service payments are examined relative to general operating expenditures including special revenue funds. As a fixed cost, debt service can reduce expenditure flexibility. According to the International City Management Association (ICMA), if debt service as a percent of operating expenditure is below 10 percent, the credit industry views this situation favorably. If it exceeds 20 percent, potential risk exists. County debt service has remained stable in proportion to increases in general operating expenditures. Overall, the County is still below the 10 percent threshold. Increases reflect a continued emphasis on capital needs including major highway and facility projects. The debt burden is managed in relation to the funding requirements of the Five-Year Capital Plan.

The County has used defeasement and refunding activity to manage debt service. In 2007, the County paid down $1.5 million of the 2000 debt issue. In 2008, borrowing was reduced from $12,000,000 in the 2008 adopted budget to $10,000,000 with the appropriation of general fund balance available from favorable 2007 year end results. In 2009, borrowing was reduced from $10,000,000 to $8,000,000 due to the reduction in project expenditures. The County also refinanced $7.7 million of debt issued in 2001 and 2002. In 2010, borrowing was reduced from $10,000,000 to $9,000,000 due to delays in project expenditures. In 2011, the County borrowed $10,000,000 and also refinanced $9.9 million of debt issued in 2003 and 2004. In April 2012, $6.6 million of the 2005 notes were refunded. In 2013, $4.6 million of 2006 notes were refunded. In 2014, $4.3 million of the 2007 notes were refunded.



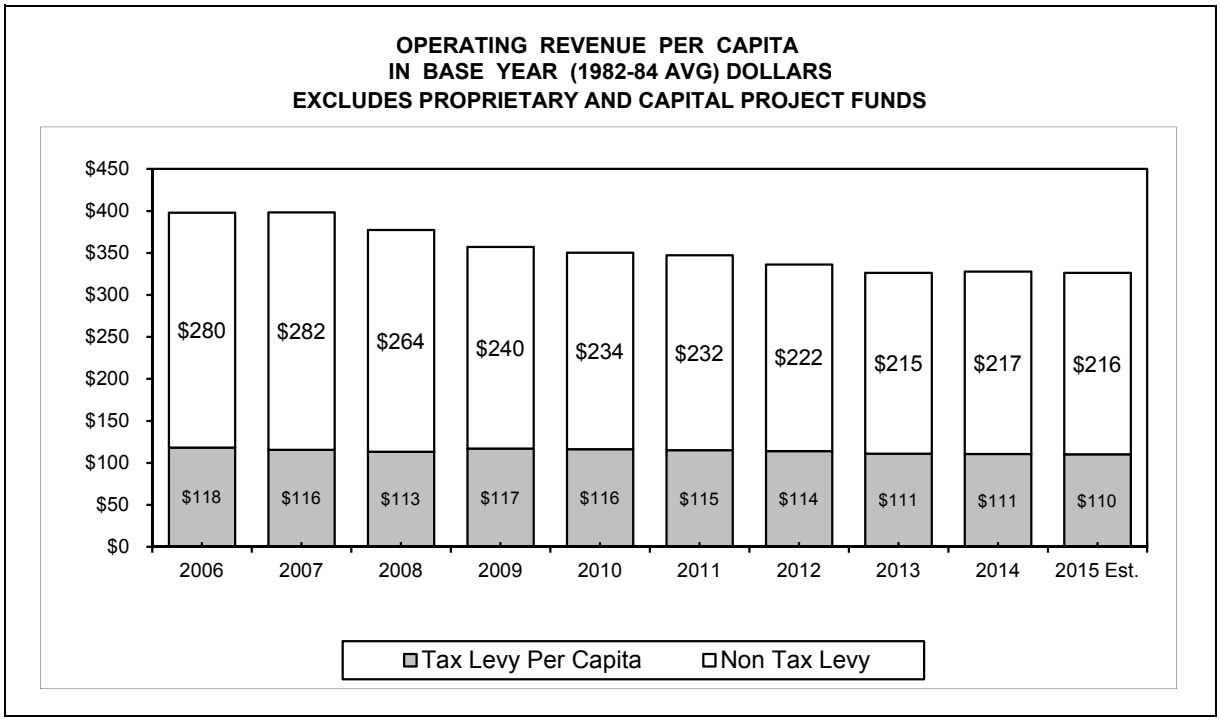
Year	Debt Service	Operating Expenditures	Percent
2006	$12,806,485	$196,462,959	6.52%
2007 (a)	$12,939,806	$201,591,217	6.42%
2008	$12,987,327	$200,868,835	6.47%
2009 (b)	$12,974,363	$182,406,472	7.11%
2010	$13,424,280	$185,925,176	7.22%
2011 (c)	$14,260,230	$192,232,670	7.42%
2012 (d)	$14,025,660	$188,709,358	7.43%
2013 (e)	$14,420,889	$194,095,730	7.43%
2014 (f)	$14,117,312	$192,183,796	7.35%
2015 Est.	$14,435,806	$198,726,437	7.26%

(a) Excludes debt service to pay down $1.5 million of the 2000 debt issue.
(b) Excludes debt service to refinance $7.7 million in debt issued in 2001 and 2002.
(c) Excludes debt service to refinance $9.9 million in debt issued in 2003 and 2004.
(d) Excludes debt service to refinance $6.6 million of the 2005 issue.
(e) Excludes debt service to refinance $4.6 million of the 2006 issue.
(f) Excludes debt service to refinance $4.3 million of the 2007 issue.

Return to Table of Contents

Table 13
OPERATING REVENUES PER CAPITA

Operating revenue per capita shows how revenues are changing relative to changes in the levels of population. Revenues include general fund, special revenue and debt service funds. Revenue sources include tax levy, intergovernmental revenues, charges for services, fines/forfeitures and licenses/permits. Total revenues are adjusted for inflation with the base year being 1982-1984 average. In 2005 almost $3.7 million of new State Federal revenues are shifted to the County for disabled individuals at Intermediate Care Facilities. In 2008, revenues are reduced for the transition to the State Family Care program with $8.3 million for client's care no longer provided by the County but now provided by State contracts to two private sector Managed Care organizations. Another $15 million reduction occurs in 2009, completing the transition. Revenue reduction in 2009 also include lower estimated interest earned on investments of $2.9 million. Years 2010 and 2011 included some increases. 2012 includes reductions in State revenue due to a change to shift administration of the Children Long Term Support (CLTS) Program to a third party administrator ($3.5 million), as well as State revenues reductions included in the 2011-2013 State budget for Youth Aids, Child Support and General Transportation Aids. However, in 2013 state officials issued an opinion that CLTS payments (mentioned above) to the third-party administrator are grant expenditures and need to be recognized in County financial records, increasing pass-through revenues and expenditures by over $3 million. Lower revenues in 2013 and 2014 are largely due to lower investment income from historically low interest rates. Most state revenues continue to stay flat for 2015.

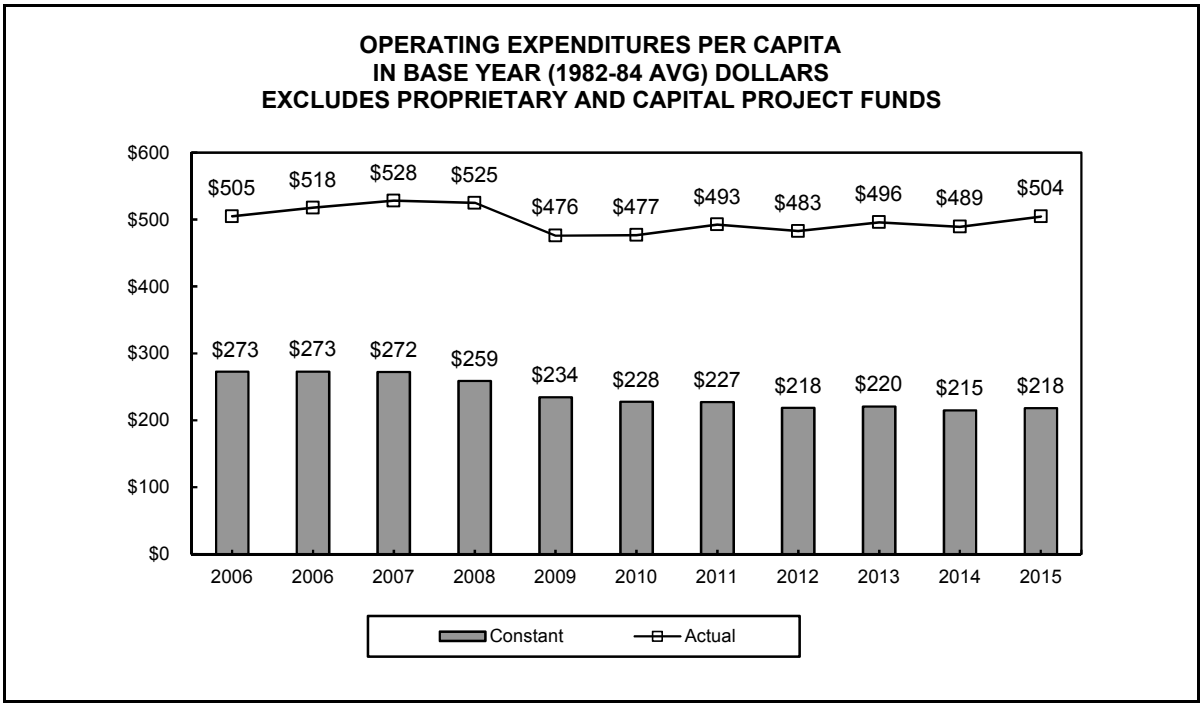


Year	Oper. Revenues With Tax Levy	W.C. Property Tax Levy	Consumer Price Index	Revenues Base Year	Population	Per Capita
2006	$201,551,027	$85,216,371	189.9	$106,135,349	379,577	$280
2007	$209,204,070	$85,745,138	194.1	$107,781,592	381,651	$282
2008	$205,013,738	$88,052,506	203.0	$100,991,989	382,697	$264
2009	$186,622,210	$91,226,366	203.0	$91,932,123	383,190	$240
2010	$191,210,023	$94,981,926	209.6	$91,226,156	389,891	$234
2011	$196,702,097	$97,378,950	216.9	$90,687,919	390,267	$232
2012	$192,216,535	$98,516,081	221.1	$86,920,745	390,914	$222
2013	$189,426,247	$97,969,581	225.1	$84,152,042	391,478	$215
2014	$194,213,682	$98,957,976	227.8	$85,256,226	392,761	$217
2015 Est.	$196,771,398	$100,388,348	231.2	$85,108,736	393,927	$216

Return to Table of Contents

Table 14
OPERATING EXPENDITURES PER CAPITA

Changes in expenditures (1982-1984 base year dollars) per capita reflect changes in expenditures relative to changes in population. Expenditures include general fund, special revenue and debt service funds (excludes proprietary and capital project funds). Debt Service also excludes the one-time expenditure for debt retirement. The 2005 increase includes $1.6 million for the opening of the Justice Facility expansion in the fourth quarter, as well as increases for full year funding of the Communications Center. Another $1.0 million increase in 2006, also funds full year costs of the jail expansion. The indicator remains relatively flat until 2008, when cost to continue increases are offset with a $8.3 million reduction in expenditures for the state shifting the transfer of Health and Human Services Long Term Care program to state Family Care working with private sector contracted managed Care Organizations. This involves another $19 million reduction in 2009, which completes the transition. Years 2010 and 2011 remain flat. In 2012, the State Budget repair bill required most County employees (except for protective classifications) to make 50% contribution to their pension in the WI retirement System, which reduced expenditures by $3.5 million. The State budget also transferred the payments ($3.5 million) for the Children Long Term Support Program to a third party administrator. However, in 2013 state officials issued an opinion that these payments to the third-party administrator are grant expenditures and need to be recognized in County financial records, increasing pass-through revenues and expenditures by over $3 million. Expenditure estimates for 2015 reflect a cost to continue for the 2015 budget.

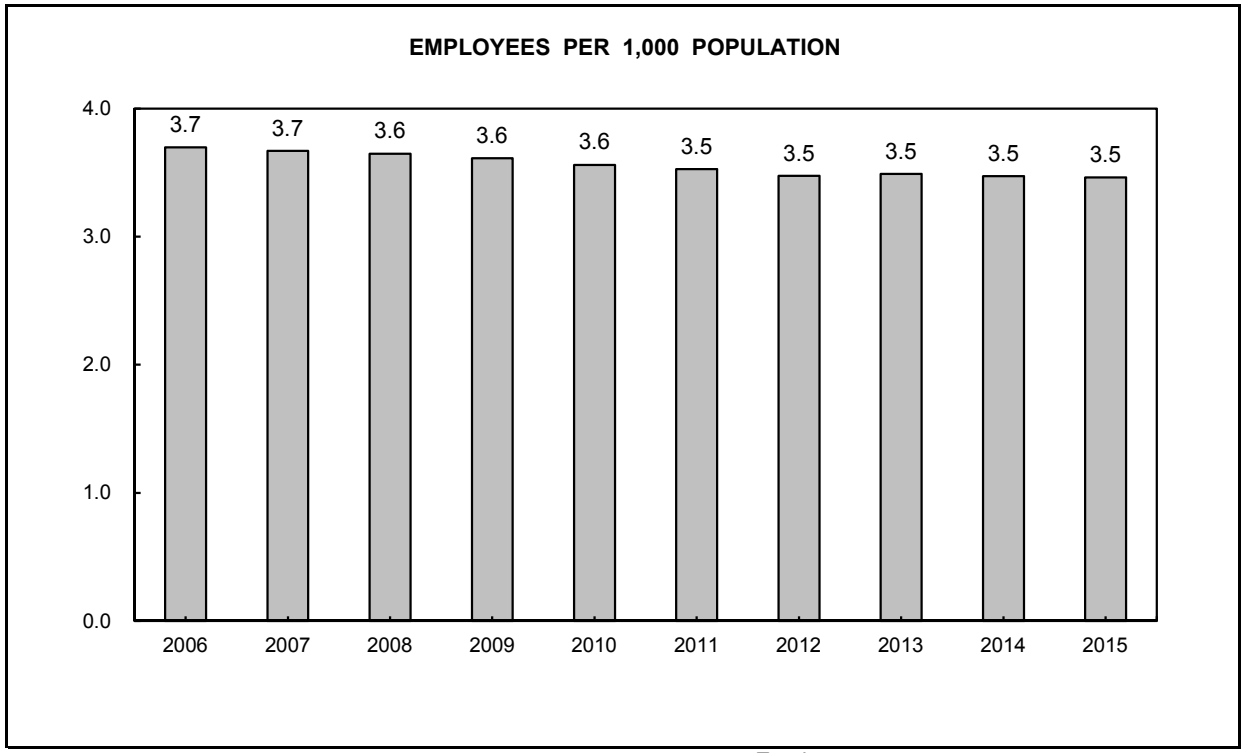


Year	Expenditures	Consumer Price Index	Base Year	Population	Per Capita Actual	Per Capita Base Year
2006	$196,462,959	189.9	$103,456,008	379,577	$518	$273
2007	$201,591,217	194.1	$103,859,463	381,651	$528	$272
2008	$200,868,835	203.0	$98,950,165	382,697	$525	$259
2009	$182,406,472	203.0	$89,855,405	383,190	$476	$234
2010	$185,925,176	209.6	$88,704,760	389,891	$477	$228
2011	$192,232,670	216.9	$88,627,326	390,267	$493	$227
2012	$188,709,358	221.1	$85,334,792	390,914	$483	$218
2013	$194,095,730	225.1	$86,241,771	391,478	$496	$220
2014	$192,183,796	227.8	$84,365,143	392,761	$489	$215
2015	$198,726,437	231.2	$85,954,341	393,927	$504	$218

Return to Table of Contents

Table 15
EMPLOYEES PER 1,000 POPULATION

The number of employees reflect the number of budgeted regular full-time and regular part-time positions stated in full time equivalents for each year. Since personnel costs represent a significant portion of the County's operating budget, changes in the number of employees in relation to the population of the County provide another means of assessing the growth in County operations. Increases or decreases may indicate changes in the productivity of employees. In 2005 and 2006, the majority of the almost 37 net new positions were created for the opening of the new justice facility expansion, and additional full time equivalent positions associated with the full year impact of the Communications Center. In 2010, a net increase of 2.75 FTE budgeted regular positions was mainly due to the creation of 18 FTE positions in the Sheriff's Department as part of a new police services contract with the City of Pewaukee. The County offset this growth with positions reductions in other functional areas, resulting in a stable lower level of positions compared to population changes. For 2011, the budget includes a net reduction of 11.26 FTE regular positions mostly due to reductions in the Park, Environment, Education and Land Use and the Public Works functional areas, with a minimal increase in the County's population which results in a drop in employees per 1,000 of population to a very lean 3.5 per 1000. The 2012 budget further decreased positions a net 18.69 FTE, including 3.5 FTE in the Courts and 5.0 FTE's as a result of additional contracting of housekeeping services. The 2013 adopted budget reduced regular staff levels a net 1.12 FTE. During mid-year 2013, a net 9 full-time positions were created in the Human Services Department, mostly due to adding federally-funded positions to assist with the implementation of the Affordable Care Act. During mid-year 2014, additional net Health and Human Services Positions were approved by the County Board.



Year	Employees*	Population	Employees per 1,000 Population
2006	1,403	379,577	3.7
2007	1,400	381,651	3.7
2008	1,396	382,697	3.6
2009	1,384	383,190	3.6
2010	1,388	389,891	3.6
2011	1,376	390,267	3.5
2012	1,358	390,914	3.5
2013	1,366	391,478	3.5
2014	1,364	392,761	3.5
2015	1,363	393,927	3.5

* Excludes temporary extra help, seasonals, and limited term employees

Return to Table of Contents

Table 16
BUDGETED PERSONNEL COSTS AS A PERCENT OF NET OPERATING BUDGET
(ALL FUNDS)

	2012	2013	2014	2015	2016
Personnel Costs	$114,012,267	$115,753,553	$117,209,142	$118,911,343	$119,791,099
Total Net Oper Expenditures (w/o Capital Projects)	$208,511,652	$209,193,729	$216,853,294	$223,610,482	$226,682,462
Percent of Net Operating Budget	54.7%	55.3%	54.0%	53.2%	52.8%

BUDGETED SALARY AND BENEFIT COST BREAKDOWN
(ALL FUNDS)

	2012	2013	2014	2015	2016
Salaries and wages (a)	$81,732,675	$83,152,099	$84,263,364	$85,909,363	$86,809,225
Employee Benefits (b)	$32,279,592	$32,601,454	$32,945,778	$33,001,980	$32,981,874
Total Personnel Costs	$114,012,267	$115,753,553	$117,209,142	$118,911,343	$119,791,099
Benefits as % of Total Salaries	39.5%	39.2%	39.1%	38.4%	38.0%

(a) Salaries and wages include salaries of regular full-time and part-time employees, overtime costs, limited term, seasonal extra help employees pay, Per Diems, Longevity pay for employees that start with the County prior to 1978, educational incentives and earned vacation pay.

(b) Amounts include compensated benefit cost only. Does not include value of paid time off such as vacation which is included in the salaries amounts.

Table 17
GENERAL COUNTY TAX LEVY PERCENT OF TOTAL NET EXPENDITURES
(2012 - 2016)

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Gross Expenditures					
Operating	$244,662,650	$245,902,296	$254,076,679	$261,237,732	$264,613,401
Capital	$39,956,000	$27,870,000	$27,992,700	$16,141,400	$20,782,800
TOTAL GROSS EXPENDITURES	$284,618,650	$273,772,296	$282,069,379	$277,379,132	$285,396,201
Less: Interdepartmental Charges	$36,150,997	$36,708,567	$37,223,385	$37,627,250	$37,930,939
TOTAL NET EXPENDITURES	$248,467,653	$237,063,729	$244,845,994	$239,751,882	$247,465,262
Operating % of Net Expenditures	83.9%	88.2%	88.6%	93.3%	91.6%
Capital % of Net Expenditures	16.1%	11.8%	11.4%	6.7%	8.4%
General County Tax Levy *					
Operating	$95,612,483	$96,798,522	$97,555,152	$98,642,252	$99,201,152
Capital	$2,425,000	$2,000,000	$1,950,000	$1,850,000	$1,747,000
TOTAL COUNTY GENERAL TAX LEVY	$98,037,483	$98,798,522	$99,505,152	$100,492,252	$100,948,152
Operating Levy % of General County Levy	97.5%	98.0%	98.0%	98.2%	98.3%
Capital Levy % of General County Levy	2.5%	2.0%	2.0%	1.8%	1.7%
General County Tax Levy % of Total Net Expenditures	39.5%	41.7%	40.6%	41.9%	40.8%

* Total Levy Excluding Federated Library System.

Return to Table of Contents

Table 18
OPERATING & CAPITAL BUDGET SUMMARY WITH YEAR TO DATE INFORMATION

Note: State law (Wis Stats. Chap.65.90) requires budgets to include actual expenditures for not less than the first 6 months of the current year.

OPERATING BUDGET	2014 ACTUAL	2015 ADOPTED BUDGET (a)	2015 MODIFIED BUDGET (a)	2015 ACTUAL YTD (b)	2016 BUDGET	CHANGE FROM 2015 ADOPTED BUDGET $	%
EXPENDITURES							
PERSONNEL COSTS	$ 115,906,014	$ 118,911,343	$ 119,083,695	$ 71,192,449	$ 119,791,099	$ 879,756	0.74%
OPERATING EXPENSES	$ 93,789,069	$ 105,789,707	$ 111,527,086	$ 58,597,799	$ 107,809,467	$ 2,019,760	1.91%
INTERDEPT. CHARGES	$ 19,644,927	$ 20,352,615	$ 20,421,085	$ 16,454,312	$ 20,508,568	$ 155,953	0.77%
FIXED ASSET & IMPROVE	$ 1,761,470	$ 1,564,750	$ 2,039,279	$ 819,885	$ 1,850,650	$ 285,900	18.27%
DEBT SERVICE (c)	$ 14,117,312	$ 14,619,317	$ 14,619,317	$ 13,562,598	$ 14,653,617	$ 34,300	0.23%
TOTAL EXPENDITURES	$ 245,218,792	$ 261,237,732	$ 267,690,462	$ 160,627,043	$ 264,613,401	$ 3,375,669	1.29%
REVENUES							
GEN'L GOVT. REVENUES	$ 55,099,407	$ 55,762,496	$ 58,936,637	$ 33,558,528	$ 57,389,307	$ 1,626,811	2.92%
FINES & LICENSES	$ 2,769,996	$ 2,704,795	$ 2,704,795	$ 2,500,689	$ 2,798,157	$ 93,362	3.45%
CHARGES FOR SERVICES (a)	$ 32,208,476	$ 35,361,871	$ 35,372,755	$ 21,760,560	$ 36,055,087	$ 693,216	1.96%
INTERDEPART. REVENUES	$ 36,276,091	$ 37,627,250	$ 37,627,250	$ 27,986,006	$ 37,930,939	$ 303,689	0.81%
OTHER REVENUES (a)(c)	$ 17,512,857	$ 17,694,573	$ 18,468,646	$ 8,186,911	$ 17,474,985	$ (219,588)	-1.24%
TOTAL REVENUES	$ 143,866,827	$ 149,150,985	$ 153,110,083	$ 93,992,694	$ 151,648,475	$ 2,497,490	1.67%
RETAINED EARNINGS	$ (3,720,983)	$ (359,928)	$ (1,859,100)		$ (396,967)	$ (37,039)	10.29%
TRANSFERS/FUND BALANCE USED	$ 4,552,168	$ 10,380,063	$ 14,372,867		$ 10,696,622	$ 316,559	3.05%
TAX LEVY	$ 100,520,780	$ 102,066,612	$ 102,066,612	NA	$ 102,665,271	$ 598,659	0.59%

CAPITAL BUDGET	2014 ACTUAL	2015 ADOPTED BUDGET	2015 MODIFIED BUDGET	2015 ACTUAL YTD (a)	2016 BUDGET	CHANGE FROM 2015 ADOPTED BUDGET $	%
EXPENDITURES	$ 20,353,546	$ 16,141,400	$ 51,066,970	$ 27,035,241	$ 20,782,800	$ 4,641,400	28.75%
REVENUES	$ 14,966,262	$ 11,767,500	$ 11,767,500	$ 11,626,119	$ 16,328,000	$ 4,560,500	38.76%
TRANSFERS/FUND BALANCE USED	$ 3,437,284	$ 2,523,900	$ 37,449,470		$ 2,707,800	$ 183,900	7.29%
TAX LEVY	$ 1,950,000	$ 1,850,000	$ 1,850,000		$ 1,747,000	$ (103,000)	-5.57%

(a) The 2015 budget has been restated for comparative purposes to the 2016 budget.
(b) [illegible]ate figures include financial and encumbrance activity through eight months.
(c) Does not include refunding and debt redemption activity.

Return to Table of Contents

BUDGETED POSITIONS 2014-2016 - SUMMARY BY DEPARTMENT

BY DEPARTMENT	2014 Year End	2015 Adopted Budget	2015 Modified Budget	2016 Budget	Incr/(Decr) From 2015 Adpt Budget
Administration (Includes End User Operations & Tech.)	93.50	93.50	93.50	93.00	(0.50)
Circuit Court Services	90.00	88.00	88.00	86.25	(1.75)
Corporation Counsel	38.00	38.00	38.00	38.00	0.00
County Board	7.00	7.00	7.00	6.15	(0.85)
County Clerk	4.00	4.00	4.00	4.50	0.50
County Executive	4.65	4.65	4.65	4.65	0.00
District Attorney	29.50	29.50	29.50	29.50	0.00
Emergency Preparedness	60.40	62.40	62.40	62.40	0.00
Federated Library	7.00	6.00	6.00	6.50	0.50
Health & Human Services	398.46	391.54	391.54	388.79	(2.75)
Medical Examiner	11.00	15.00	15.00	16.00	1.00
Parks & Land Use	104.60	103.60	103.60	101.10	(2.50)
Public Works	135.60	139.60	139.60	138.60	(1.00)
Register Of Deeds	18.60	18.60	18.60	17.60	(1.00)
Sheriff	354.00	354.00	354.00	353.00	(1.00)
Treasurer	5.00	5.00	5.00	5.00	0.00
UW-Extension	3.00	3.00	3.00	3.00	0.00
Total Regular Positions (FTE)	1,364.31	1,363.39	1,363.39	1,354.04	(9.35)
Total Extra-Help Positions (FTE)	120.72	111.47	168.52	112.48	1.01
Total Overtime Positions (FTE)	22.37	22.26	20.49	22.39	0.13
TOTAL POSITION EQUIVALENTS COUNTY-WIDE	**1,507.40**	**1,497.12**	**1,552.39**	**1,488.91**	**(8.21)**

SIGNIFICANT CHANGES FOR 2016:

- **Budgeted Full-Time Equivalents (FTEs) decrease by a net of 8.21 FTE, including temporary extra help and overtime.**
- **There is a net decrease of 9.35 FTE budgeted regular positions.**
- **Temporary extra help increases by 1.01 FTE (about 2,109 hours), and budgeted overtime decreases by 0.13 FTE (about 271 hours).**

SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE POSITIONS IN 2016 BUDGET BY POSITION TITLE

Dept	Fund	Program	Position Title	FTE
2016 Adopted Budget Position funded (Previously Unfunded)				
County Board	General	Legislative Support	Office Services Coordinator	1.00
Parks & Land Use	General	Enforcement, Planning & Zoning	Senior Land Use Specialist	0.50
Sheriff	General	Inmate Security and Services - Jail	Corrections Supervisor	1.00
Subtotal 2016 Adopted Budget Positions funded (Previously Unfunded)				**2.50**
2016 Adopted Budget Position Reclassified				
Health & Human Services	General	Mental Health Outpatient-Clinical	Clinical Therapist	2.00
Health & Human Services	General	Mental Health Outpatient-Clinical	Senior Substance Abuse Counselor	(2.00)
Health & Human Services	General	Mental Health Outpatient-Clinical	Outpatient Services Administrator	1.00
Health & Human Services	General	Mental Health Outpatient-Clinical	Outpatient Services Coordinator	(1.00)
Health & Human Services	General	Mental Health Outpatient-Intensive	Clinical Therapist	1.00
Health & Human Services	General	Mental Health Outpatient-Intensive	Senior Mental Health Counselor	(1.00)
Parks & Land Use	General	Environmental Health	Lead Environmental Health Sanitarian	1.00
Parks & Land Use	General	Environmental Health	Ground Water Program Coordinator	(1.00)
Parks & Land Use	General	Enforcement, Planning & Zoning	Land Use Specialist	1.00
Parks & Land Use	General	Enforcement, Planning & Zoning	Senior Land Use Specialist	(1.00)
Subtotal 2016 Adopted Budget Positions Reclassified				**-**
2016 Adopted Budget Position Unfunded (But Not Abolished)				
Administration	General	General	Administrative Assistant	(0.50)
Clerk of Circuit Courts	General	Civil and Small Claim Division	Administrative Specialist	(0.50)
Clerk of Circuit Courts	General	Administrative Services Division	Fiscal Specialist	(0.50)
Clerk of Circuit Courts	General	Family Court Services	Social Worker	(0.75)
Parks & Land Use	General	Planning & Zoning Enforcement	Administrative Assistant	(1.00)
Parks & Land Use	General	Ground Maint.\Moor Downs Golf Course	Park Maintenance Worker	(1.00)
Parks & Land Use	Golf	Moor Downs	Clubhouse Supervisor	(1.00)
Public Works	General	Housekeeping	Housekeeping supervisor	(1.00)
Register of Deeds	General	Cashiering	Administrative Assistant	(1.00)
Sheriff	General	Patrol Program	Deputy Sheriff Position	(1.00)
Sheriff	General	Patrol Program	Deputy Sheriff Position	(1.00)
Sheriff	General	Inmate Security and Services - Jail	Sr Corrections Counselor	(1.00)
Library	State Aids	Library Administration	Administrative Specialist	(0.50)
Subtotal 2016 Adopted Budget Positions Unfunded (But Not Abolished)				**(10.75)**
2015 Adopted Budget Positions - Sunset Reduction				
Health & Human Services	General	Economic Services Admin. and Support	Economic Support Specialist (PPACA)*	(1.00)
Subtotal 2016 Adopted Budget Positions - Sunset Reduction				**(1.00)**
2016 Adopted Budget Positions Abolished				
Administration	General	Payroll	Administrative Specialst	(1.00)
County Board	General	Legislative Support	County Board Chair	(0.35)
County Board	General	Legislative Support	Legislative Policy Advisor **	(1.00)
District Attorney	General	Victim/Witness Program	Victim/Witness Specialist	(0.50)
District Attorney	General	Victim/Witness Program	Victim/Witness Specialist	(0.50)
Health & Human Services	General	Administrative/Information Services	Fiscal Assistant	(1.00)
Health & Human Services	General	Administrative/Information Services	Senior Administrative Specialist	(2.00)
Register of Deeds	General	Real Estate	Administrative Assistant	(1.00)
Subtotal 2016 Adopted Budget Positions Abolished				**(7.35)**

Return to Table of Contents

SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE POSITIONS IN 2016 BUDGET BY POSITION TITLE

Dept	Fund	Program	Position Title	FTE
2016 Adopted Budget Position Created				
Administration	General	Business Office	Financial Analyst	1.00
District Attorney	General	Victim/Witness Program	Victim/Witness Specialist	1.00
Federated Library	Library	Education and Outreach	Librarian	1.00
Health & Human Services	General	Administrative/Information Services	Public Communications Coordinator	1.00
Health & Human Services	General	Economic Services Admin. and Support	Economic Support Specialist *	2.00
Health & Human Services	General	Administrative/Information Services	Programs and Projects Analyst	1.00
Health & Human Services	General	Administrative/Information Services	Programs and Projects Analyst	2.00
Health & Human Services	General	Children and Family Divison: In-Home Safety and Out of Home Placement	Clinical Therapist	1.00
Medical Examiner	General	Autopsy/Examinations	Deputy Medical Examiner -(Path. Asst)	1.00
Register of Deeds	General	Real Estate	Administrative Assistant	0.50
Register of Deeds	General	Real Estate	Administrative Assistant	0.50
Sheriff	General	Administrative Services	Programs and Projects Analyst	1.00
Subtotal 2016 Adopted Budget Positions Created				**13.00**
2016 Impact of 2015 Mid-Year Positions-Abolished				
Health & Human Services	General	Juvenile Center	Juvenile Center Worker	(3.56)
Health & Human Services	General	Juvenile Center	Administrative Assistant	(0.50)
Health & Human Services	General	Juvenile Center	Juvenile Center Supervisor	(2.00)
Subtotal 2015 Current Year Positions Abolished				**(6.06)**
2016 Year Positions Increase				
Health & Human Services	General	Mental Health Center	Weekend Registered Nurses EH	0.31
Subtotal 2015 Current Year Positions Increased				**0.31**
2015 Current Year Positions Refunded				
Health & Human Services	General	Mental Health Outpatient Clinical	Human Services Supervisor	1.00
Parks & Land Use	General	Enforcement, Planning & Zoning	Senior Planner position	1.00
Subtotal 2015 Current Year Positions Refunded				**2.00**
2015 Current Year Positions Unfunded				
Health & Human Services	General	Mental Health Outpatient Clinical	Sr. Clinical Psychologist unfunded in 2015, abolished in 2016	(1.00)
Parks & Land Use	General	Enforcement, Planning & Zoning	Senior Land Use Specialist	(1.00)
Subtotal 2015 Current Year Positions Unfunded				**(2.00)**
Total 2016 Net Change in Authorized Positions				**(9.35)**

*These are positions that include sunset clauses. Position will be reduced or terminated if funding is reduced or terminated.
**Previously underfilled as a programs and projects analyst

Return to Table of Contents

REGULAR FULL-TIME / PART - TIME
BUDGTED POSITIONS SUMMARY 2014-2016

DEPARTMENTS BY FUND & FUNCTIONAL AREA	FUND	2014 Budget	Change from 2014	2015 Budget	Change from 2015	2016 Budget
Emergency Preparedness	General	55.05	2.00	57.05	-	57.05
Emergency Preparedness	Radio Services	5.35	-	5.35	-	5.35
District Attorney	General	29.50	-	29.50	-	29.50
Circuit Court Services	General	90.00	(2.00)	88.00	(1.75)	86.25
Medical Examiner	General	11.00	4.00	15.00	1.00	16.00
Sheriff	General	354.00	-	354.00	(1.00)	353.00
Justice and Public Safety		**544.90**	**4.00**	**548.90**	**(1.75)**	**547.15**
Corporation Counsel	Child Support - General Fund	26.60	-	26.60	0.05	26.65
Health & Human Services	General Fund	374.06	(7.58)	366.48	(0.09)	366.39
Health & Human Services	Aging & Disab. Res. Center Contract Fund	24.40	0.66	25.06	(2.66)	22.40
Health and Human Services		**425.06**	**(6.92)**	**418.14**	**(2.70)**	**415.44**
Register Of Deeds	General	18.60	-	18.60	(1.00)	17.60
UW-Extension	General	3.00	-	3.00	-	3.00
Fed. Library	State Aids & Misc. Fund	6.00	(0.75)	5.25	0.50	5.75
Fed. Library	CAFÉ Shared Automation Fund	1.00	(0.25)	0.75	-	0.75
Parks & Land Use	General	79.89	(1.00)	78.89	(0.75)	78.14
Parks & Land Use	Golf Course	8.80	-	8.80	(1.75)	7.05
Parks & Land Use	Ice Arenas	4.91	-	4.91	-	4.91
Parks & Land Use	Materials Recycling Fund	4.15	-	4.15	-	4.15
Parks & Land Use	Land Information Systems	4.00	-	4.00	-	4.00
Parks & Land Use	Community Development (a)	2.85	-	2.85	-	2.85
Parks, Env., Educ., and Land Use		**133.20**	**(2.00)**	**131.20**	**(3.00)**	**128.20**
Public Works	General	45.90	-	45.90	(1.00)	44.90
Public Works	Transportation	72.70	4.00	76.70	-	76.70
Public Works	Central Fleet Maintenance	14.00	-	14.00	-	14.00
Public Works	Airport	3.00	-	3.00	-	3.00
Public Works		**135.60**	**4.00**	**139.60**	**(1.00)**	**138.60**
County Executive	General	4.65	-	4.65	-	4.65
County Board	General	7.00	-	7.00	(0.85)	6.15
County Clerk	General	4.00	-	4.00	0.50	4.50
Treasurer	General	5.00	-	5.00	-	5.00
Dept. Of Administration	General	55.45	(0.30)	55.15	(0.90)	54.25
Dept. Of Administration	Risk Management	3.20	-	3.20	-	3.20
Dept. Of Administration	Communications	0.00	-	0.00	-	0.00
Dept. Of Administration	Collections	5.75	(0.10)	5.65	-	5.65
Dept. Of Administration	End User Technology Fund	29.10	0.40	29.50	0.40	29.90
Corporation Counsel	General	11.40	-	11.40	(0.05)	11.35
General Administration		**125.55**	**-**	**125.55**	**(0.90)**	**124.65**
Total Regular (F.T. / P.T) Positions (FTE)		1364.31	(0.92)	1363.39	(9.35)	1354.04
Total Extra Help Positions (FTE)		120.72	(9.25)	111.47	1.01	112.48
Total Overtime Positions (FTE)		22.37	(0.11)	22.26	0.13	22.39
TOTAL POSITION EQUIVALENTS COUNTY-WIDE		**1507.40**	**(10.28)**	**1497.12**	**(8.21)**	**1488.91**

For additional detail see the Budgeted Position Detail Summary for each Department

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

The following schedules detail the funded position totals by department and program. They are presented alphabetically in department order.

ADMINISTRATION - General Fund	14 Year End	15 Budget	16 Budget	Change
Administrative Services				
Collections & Business Services Manager	0.10	0.10	0.10	-
Office Services Coordinator	0.70	0.70	0.70	-
Human Resources Assistant	2.00	2.00	2.00	-
Administrative Specialist	4.50	4.50	4.50	-
Administrative Assistant	2.70	2.70	2.20	(0.50)
Extra Help	0.50	0.50	0.50	-
Overtime	-	-	-	-
Subtotal	10.50	10.50	10.00	(0.50)
Business Office				
Director of Administration	0.85	0.85	0.85	-
Collections & Business Services Manager	0.40	0.50	0.50	-
* Workforce Development Center Coordinator	1.00	1.00	1.00	-
Senior Financial Analyst	0.75	0.75	0.75	-
Sr. Fiscal Specialist	1.50	1.50	1.50	-
Financial Analyst	-	-	1.00	1.00
Fiscal Assistant	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.50	5.60	6.60	1.00
Payroll				
Accounting Services Manager	0.25	0.25	0.25	-
Senior Financial Analyst	0.75	0.75	0.75	-
Payroll Coordinator	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	-	(1.00)
Extra Help	0.60	-	-	-
Overtime	-	-	-	-
Subtotal	3.60	3.00	2.00	(1.00)
Accounting Services/Accounts Payable				
Accounting Services Manager	0.75	0.75	0.75	-
Principal Financial Project Analyst	2.00	2.00	2.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	0.69	0.69	-	(0.69)
Overtime	-	-	-	-
Subtotal	6.69	6.69	6.00	(0.69)

* Sunset position – position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund (cont.)	14 Year End	15 Budget	16 Budget	Change
Tax Listing				
Administrative Specialist	3.00	3.00	3.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Community Service Representative	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.00	5.00	5.00	-
Budget Management				
Budget Manager	1.00	1.00	1.00	-
Budget Management Specialist	1.00	1.00	1.00	-
Senior Financial Budget Analyst	3.00	3.00	3.00	-
Extra Help - Budget Intern	0.69	0.69	0.69	-
Overtime	-	-	-	-
Subtotal	5.69	5.69	5.69	-
Human Resources				
Human Resources Manager	1.00	1.00	1.00	-
Employee Benefits Administrator	1.00	1.00	1.00	-
Training Coordinator	1.00	1.00	1.00	-
Principal Human Resources Analyst	1.00	1.00	1.00	-
Senior Human Resources Analyst	2.00	2.00	2.00	-
Human Resources Analyst	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.00	7.00	7.00	-
Purchasing				
Risk/Purchasing Manager	0.25	0.25	0.25	-
Principal Buyer	1.00	1.00	1.00	-
Senior Buyer	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
	3.25	3.25	3.25	-
Information Technology Solutions				
Information Technology Manager	0.70	0.55	0.40	(0.15)
Solutions Administrator	1.00	1.00	1.00	-
Principal Information Technology Professional	3.00	2.75	2.50	(0.25)
Senior Information Technology Professional	6.00	6.00	6.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	10.70	10.30	9.90	(0.40)
TOTAL ADMINISTRATION - General Fund	**57.93**	**57.03**	**55.44**	**(1.59)**
Regular Positions	55.45	55.15	54.25	(0.90)
Extra Help	2.48	1.88	1.19	(0.69)
Overtime	-	-	-	-

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

2016 BUDGET ACTIONS:

Administrative Services

Unfund:	(0.50 FTE)	Administrative Specialist

Business Office

Create:	1.00 FTE	Financial Analyst in Business Office

Payroll

Abolish:	(1.00 FTE)	Administrative Specialist in Payroll

Accounting Services/Accounts Payable

Reduce:	(0.69 FTE)	Extra Temporary Help in Accounting

Information Technology Solutions

Transfer:	(0.15 FTE)	Information Technology Manager from Information Technology Solutions to End User Technology Fund
Transfer:	(0.25 FTE)	Principal IT Professional from Information Technology Solutions to End User Technology Fund

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Reduce:	(0.60 FTE)	Temporary Extra Help in Payroll
Transfer:	0.10 FTE	Collections & Business Services Manager from DOA-Collections to Business Office

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - End User Technology Fund	14 Year End	15 Budget	16 Budget	Change
End User Technology				
Information Technology Manager	0.30	0.45	0.60	0.15
Business Services Administrator	1.00	1.00	1.00	-
Information Technology Infrastructure Administrator	0.80	0.80	0.80	-
Principal Information Technology Professional	12.00	12.00	12.50	0.50
Senior Information Technology Professional	7.00	7.00	7.00	-
Records Management Analyst	1.00	1.00	1.00	-
Information Technology Technician	1.40	1.40	1.70	0.30
Centralized Records Supervisor	0.90	0.90	0.90	-
Extra Help	3.38	2.29	3.38	1.09
Overtime	-	-	-	-
Subtotal	27.78	26.84	28.88	2.04
Records Management including Microfilming/Imaging				
Principal Information Technology Professional	-	0.25	-	(0.25)
Office Services Coordinator	0.25	0.25	0.25	-
Administrative Assistant	1.80	1.80	1.80	-
Extra Help	2.08	2.00	1.00	(1.00)
Overtime	0.06	-	-	-
Subtotal	4.19	4.30	3.05	(1.25)
Mail Services				
Administrative Assistant	0.20	0.20	0.20	-
Centralized Records Supervisor	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.30	0.30	0.30	-
Communications				
Sr. Fiscal Specialist	0.50	0.50	0.50	-
Administrative Assistant	0.05	0.05	0.05	-
Information Technology Technician	1.60	1.60	1.30	(0.30)
Information Technology Administrator	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	2.36	2.36	2.06	(0.30)
TOTAL ADMINISTRATION - End User Technology Fund	**34.63**	**33.80**	**34.29**	**0.49**
Regular Positions	29.10	29.50	29.90	0.40
Extra Help	5.46	4.29	4.38	0.09
Overtime	0.07	0.01	0.01	-

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

2016 BUDGET ACTIONS:

Transfer:	0.15 FTE	Information Technology Manager from Information Technology Solutions General Fund to End User Technology Fund
Transfer:	0.30 FTE	Information Technology Technician from Communications to End User Technology program
Transfer:	(0.25 FTE)	Principal Information Technology Professional from Records Management to End User Technology program
Transfer:	0.25 FTE	Principal Information Technology Professional from Information Technology Solutions General Fund to End User Technology program
Reduce:	(1.00 FTE)	Extra Help in Records Management
Increase:	1.09 FTE	Extra Help in End User Technology

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Transfer:	(0.15 FTE)	Information Technology Manager from Information Technology Solutions to End User Technology
Transfer:	(0.25 FTE)	Principal Information Technology Professional from Information Technology Solutions to Records Management
Reduce:	(1.09 FTE)	Extra Temporary Help in End User Technology
Reduce:	(0.08 FTE)	Extra Temporary Help in Records Management
Reduce:	(0.06 FTE)	Overtime in Records Management

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Risk Management Fund	14 Year End	15 Budget	16 Budget	Change
General/Auto Liability & Other Insurance				
Administrative Assistant	0.25	0.25	0.25	-
Administrative Specialist	0.75	0.75	0.75	-
Director of Administration	0.10	0.10	0.10	-
Office Service's Coordinator	0.05	0.05	0.05	-
Risk/Purchasing Manager	0.60	0.60	0.60	-
Principal Risk Management Analyst	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.95	1.95	1.95	-
Worker's Compensation				
Administrative Specialist	0.25	0.25	0.25	-
Director of Administration	0.05	0.05	0.05	-
Risk/Purchasing Manager	0.15	0.15	0.15	-
Principal Risk Management Analyst	0.80	0.80	0.80	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.25	1.25	1.25	-
TOTAL ADMINISTRATION - Risk Management Fund	**3.20**	**3.20**	**3.20**	**-**
Regular Positions	3.20	3.20	3.20	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2016 BUDGET ACTIONS:

None

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Collections Fund	14 Year End	15 Budget	16 Budget	Change
Collections				
Fiscal Assistant	1.00	1.00	1.00	-
Collection and Business Services Manager	0.50	0.40	0.40	-
Senior Collections Specialist	3.00	3.00	3.00	-
Collections Specialist	1.00	1.00	1.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Extra Help	3.35	3.35	1.10	(2.25)
Overtime	-	-	-	-
Subtotal	9.10	9.00	6.75	(2.25)
TOTAL ADMINISTRATION - Collections Fund	**9.10**	**9.00**	**6.75**	**(2.25)**
Regular Positions	5.75	5.65	5.65	-
Extra Help	3.35	3.35	1.10	(2.25)
Overtime	-	-	-	-

2016 BUDGET ACTIONS:

Reduce: (2.25 FTE) Temporary Extra Help

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Transfer: (0.10 FTE) Collections and Business Services Manager to DOA-Business Office

TOTAL ADMINISTRATION - All Funds	**104.86**	**103.03**	**99.68**	**(3.35)**
Regular Positions	93.50	93.50	93.00	(0.50)
Extra Help	11.29	9.52	6.67	(2.85)
Overtime	0.07	0.01	0.01	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES	14 Year End	15 Budget	16 Budget	Change
Administrative Services Division				
Sr. Fiscal Specialist	2.00	2.00	2.00	-
Business Manager	1.00	1.00	1.00	-
Circuit Court Division Coordinator	1.00	1.00	1.00	-
Clerk of Courts	1.00	1.00	1.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	2.00	2.00	3.00	1.00
Departmental Secretary	1.00	1.00	1.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Principal Information Systems Professional	1.00	1.00	1.00	-
Programs and Projects Analyst	1.00	1.00	1.00	-
Court Reporter	0.50	0.50	0.50	-
Extra Help	1.62	1.63	0.75	(0.88)
Overtime	-	-	-	-
Subtotal	14.12	14.13	14.25	0.12
Criminal and Traffic Division				
Chief Deputy Clerk	1.00	1.00	1.00	-
Administrative Assistant	2.00	2.00	2.00	-
Administrative Specialist	5.00	5.00	5.00	-
Sr. Administrative Specialist	12.00	12.00	12.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Extra Help	0.48	0.60	1.00	0.40
Overtime	0.10	0.08	0.07	(0.10)
Subtotal	21.58	21.68	22.07	0.39
Family Division				
Administrative Assistant	2.00	2.00	2.00	-
Administrative Specialist	5.00	4.00	4.00	-
Sr. Administrative Specialist	8.00	8.00	8.00	-
Circuit Court Supervisor*	1.00	1.00	1.00	-
Extra Help	-	-	1.00	1.00
Overtime	0.06	0.05	0.04	(0.01)
Subtotal	16.06	15.05	16.04	0.99
Civil and Small Claim Division				
Administrative Specialist	6.00	6.00	5.50	(0.50)
Chief Deputy Clerk	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Sr. Administrative Specialist	7.00	7.00	7.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.11	0.09	0.08	(0.01)
Subtotal	16.11	16.09	15.58	(0.51)
Juvenile Court				
Fiscal Specialist	1.00	1.00	-	(1.00)
Clerk of Juvenile Court	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Administrative Specialist	2.00	1.00	1.00	-
Sr. Administrative Specialist	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	0.05	0.04	0.02	(0.02)
Subtotal	8.05	7.04	6.02	(1.02)

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES (cont.)		14 Year End	15 Budget	16 Budget	Change
Family Court Services					
Family Court Counseling Supervisor		1.00	1.00	1.00	-
Social Worker		5.00	5.00	4.25	(0.75)
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	6.00	6.00	5.25	(0.75)
Court Commissioner Office					
Court Commissioner		4.00	4.00	4.00	-
Extra Help		0.08	-	-	-
Overtime		-	-	-	-
	Subtotal	4.08	4.00	4.00	-
Register in Probate Office					
Administrative Assistant		2.00	2.00	2.00	-
Sr. Administrative Specialist		2.00	2.00	2.00	-
Fiscal Specialist		1.50	1.50	1.00	(0.50)
Register in Probate		1.00	1.00	1.00	-
Extra Help		-	-	1.00	1.00
Overtime		0.05	-	-	-
	Subtotal	6.55	6.50	7.00	0.50
TOTAL CIRCUIT COURT SERVICES		**92.53**	**90.49**	**90.21**	**(0.28)**
Regular Positions		90.00	88.00	86.25	(1.75)
Extra Help		2.18	2.23	3.75	1.52
Overtime		0.35	0.26	0.21	(0.05)

2016 BUDGET ACTIONS:

Unfund:	(0.75 FTE)	Social Worker in Family Court Services
Unfund:	(0.50 FTE)	Administrative Specialist in the Civil Division
Unfund:	(0.50 FTE)	Fiscal Specialist in the Register in Probate Office
Increase:	1.52 FTE	Temporary/Extra Help
Reduce:	(0.05 FTE)	Overtime

2015 CURRENT YEAR ACTIONS:

Transfer:	(1.00 FTE)	Fiscal Specialist from the Juvenile Division to Administration

2015 BUDGET ACTIONS:

Unfund:	(1.00 FTE)	Administrative Specialist in the Juvenile Division
Unfund:	(1.00 FTE)	Administrative Specialist in the Family Division
Decrease:	(0.09 FTE)	Net Overtime reduction across multiple divisions
Increase:	0.05 FTE	Net Temporary Extra Help increase across multiple divisions

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund	14 Year End	15 Budget	16 Budget	Change
General Legal Services				
Corporation Counsel	0.85	0.85	0.80	(0.05)
Principal Assistant Corporation Counsel	2.00	2.00	2.00	-
* Senior Attorney	2.00	2.50	3.50	1.00
* Attorney	1.50	1.00	-	(1.00)
Financial Analyst	0.15	0.15	0.15	-
Commitment Hearings Coordinator	1.00	1.00	1.00	-
Office Services Coordinator	0.50	0.50	0.50	-
Sr. Administrative Specialist	2.90	2.90	2.90	-
Administrative Assistant	0.50	0.50	0.50	-
Extra Help	0.93	0.84	0.74	(0.10)
Overtime	0.04	0.04	0.02	(0.02)
Subtotal	12.37	12.28	12.11	(0.17)

*1.00 FTE Approved Senior Attorney underfilled as Attorney in 2014 and 2015.

TOTAL CORPORATION COUNSEL - General Fund	12.37	12.28	12.11	(0.17)
Regular Positions	11.40	11.40	11.35	(0.05)
Extra Help	0.93	0.84	0.74	(0.10)
Overtime	0.04	0.04	0.02	(0.02)

2016 BUDGET ACTIONS:

Reduce:	(0.10 FTE)	Temporary Extra Help
Reduce:	(0.02 FTE)	Overtime
Transfer:	(0.05 FTE)	Corporation Counsel to Corporation Counsel - Child Support program

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Transfer:	(0.50 FTE)	Attorney
Decrease:	(0.09 FTE)	Extra Help
Transfer:	0.50 FTE	Senior Attorney

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - Child Support	14 Year End	15 Budget	16 Budget	Change
Child Support				
Corporation Counsel	0.15	0.15	0.20	0.05
Principal Assistant Corporation Counsel	1.00	1.00	1.00	-
Senior Attorney	2.00	1.50	1.50	-
* Attorney	0.50	1.00	1.00	-
Child Support Supervisor	1.00	1.00	1.00	-
Financial Analyst	0.85	0.85	0.85	-
Office Services Coordinator	1.50	1.50	1.50	-
** Child Support Specialist	8.00	8.00	8.00	-
Sr. Administrative Specialist	2.10	2.10	2.10	-
Fiscal Specialist	2.00	2.00	2.00	-
Administrative Assistant	0.50	1.50	1.50	-
Administrative Specialist	7.00	6.00	6.00	-
Extra Help	1.56	0.97	0.65	(0.32)
Overtime	0.07	0.06	0.06	-
Subtotal	28.23	27.63	27.36	(0.27)
TOTAL CORPORATION COUNSEL - Child Support	**28.23**	**27.63**	**27.36**	**(0.27)**
Regular Positions	26.60	26.60	26.65	0.05
Extra Help	1.56	0.97	0.65	(0.32)
Overtime	0.07	0.06	0.06	-

* 0.50 FTE Approved Senior Attorney underfilled as Attorney

** Child Support Specialist position has a sunset clause attached (Enr. Ord. 156-065) to the position that it will be reduced or terminated if funding is reduced or terminated

2016 BUDGET ACTIONS:

Reduce:	(0.32 FTE)	Temporary Extra Help
Transfer:	0.05 FTE	Corporation Counsel position from Corporation Counsel – General program

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Transfer:	(0.50 FTE)	Senior Attorney
Decrease:	(0.59 FTE)	Extra Help
Decrease:	(0.01 FTE)	Overtime
Transfer:	0.50 FTE	Attorney
Abolish:	(1.00 FTE)	Administrative Specialist
Create:	1.00 FTE	Administrative Assistant

TOTAL CORPORATION COUNSEL - ALL FUNDS	40.60	39.91	39.47	(0.44)
Regular Positions	38.00	38.00	38.00	-
Extra Help	2.49	1.81	1.39	(0.42)
Overtime	0.11	0.10	0.08	(0.02)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY BOARD	14 Year End	15 Budget	16 Budget	Change
Legislative Support				
* County Board Chairman	1.00	1.00	0.65	(0.35)
County Board Chief of Staff	1.00	1.00	1.00	-
Legislative Policy Advisor	1.00	1.00	1.00	-
Office Services Coordinator	-	-	1.00	1.00
** Programs and Policy Analyst	1.00	1.00	-	(1.00)
Administrative Specialist	2.00	2.00	1.50	(0.50)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	6.00	5.15	(0.85)
Internal Audit				
Internal Audit Manager	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
TOTAL COUNTY BOARD*	**7.00**	**7.00**	**6.15**	**(0.85)**
Regular Positions	7.00	7.00	6.15	(0.85)
Extra Help	-	-	-	-
Overtime	-	-	-	-

* The Waukesha County Board of Supervisors consists of 25 elected members. They elect a Chairperson who fills a 1.00 FTE position in the Legislative Support program. As of the third Tuesday in April 2016 this position is reduced to a 0.50 FTE. This results in an overall 0.65 FTE in 2016. No FTE is budgeted for the County Board and Committees Operations program due to the part-time nature of the 24 Supervisor positions.

** 1.00 FTE Legislative Policy Advisor (Board authorized position) is underfilled and funded as a 1.00 FTE Programs and Projects Analyst.

2016 BUDGET ACTIONS:

Reduce:	(0.35 FTE)	County Board Chairman in Legislative Support
Reduce:	(0.50 FTE)	Administrative Specialist in Legislative Support (Position shared with County Clerk)

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

None

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY CLERK	14 Year End	15 Budget	16 Budget	Change
Elections				
Administrative Specialist	0.80	0.80	0.80	-
County Clerk	0.80	0.80	0.80	-
Deputy County Clerk	0.80	0.80	0.80	-
Extra Help	0.66	0.43	0.50	0.07
Overtime	0.01	0.07	0.07	-
Subtotal	3.07	2.90	2.97	0.07
Legislative Support & Administrative Services				
Administrative Specialist	0.10	0.10	0.10	-
Administrative Assistant	0.50	0.50	0.50	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.80	0.80	0.80	-
Licensing				
Administrative Specialist	0.10	0.10	0.60	0.50
Administrative Assistant	0.50	0.50	0.50	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	0.41	0.36	0.50	0.14
Overtime	-	-	-	-
Subtotal	1.21	1.16	1.80	0.64
TOTAL COUNTY CLERK	**5.08**	**4.86**	**5.57**	**0.71**
Regular Positions	4.00	4.00	4.50	0.50
Extra Help	1.07	0.79	1.00	0.21
Overtime	0.01	0.07	0.07	-

2016 BUDGET ACTIONS:

Elections

Increase: 0.07 FTE Temporary Extra Help

Licensing

Increase: 0.50 FTE Administrative Specialist in Legislative Support (Position Shared with County Board)

Increase: 0.14 FTE Temporary Extra Help

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Elections

Decrease: (0.23 FTE) Extra Help

Increase: 0.06 FTE Overtime

Licensing

Decrease: (0.05 FTE) Extra Help

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY EXECUTIVE	14 Year End	15 Budget	16 Budget	Change
Customer/Community Service/Advisory Boards				
Administrative Assistant	0.65	0.65	0.65	-
Chief of Staff	1.00	1.00	1.00	-
County Executive	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	-
Extra Help	0.04	0.04	0.04	-
Overtime	-	-	-	-
Subtotal	4.69	4.69	4.69	-
TOTAL COUNTY EXECUTIVE	**4.69**	**4.69**	**4.69**	**-**
Regular Positions	4.65	4.65	4.65	-
Extra Help	0.04	0.04	0.04	-
Overtime	-	-	-	-

2016 BUDGET ACTIONS:

None

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY	14 Year End	15 Budget	16 Budget	Change
Prosecution / Administrative Services				
Office Services Coordinator	1.00	1.00	1.00	-
Paralegal	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Victim Witness Counselor	1.00	1.00	1.00	-
Sr. Administrative Specialist	8.00	8.00	8.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Administrative Specialist	6.00	6.00	6.00	-
Administrative Assistant	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	21.00	21.00	21.00	-
Victim/Witness Program				
Victim/Witness Program Coordinator	1.00	1.00	1.00	-
Victim/Witness Specialist	5.50	4.50	4.50	-
Victim/Witness Counselor	-	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.50	7.50	7.50	-
VOCA Grant Program				
* Victim Witness Counselor	1.00	1.00	1.00	-
Extra Help	0.81	0.82	0.80	(0.02)
Overtime	-	-	-	-
Subtotal	1.81	1.82	1.80	(0.02)
Victim/Witness Subtotal	**9.31**	**9.32**	**9.30**	**(0.02)**

* Position is 100% State Funded and will be reduced or terminated if funding is reduced or terminated.

State funded District Attorney/ Assistant DA's	14.50	14.50	14.50	-
Grant/Sheriff funded District Attorney/ Assistant DA's	1.00	1.00	1.00	-
TOTAL DISTRICT ATTORNEY	**30.31**	**30.32**	**30.30**	**(0.02)**
Regular Positions	29.50	29.50	29.50	-
Extra Help	0.81	0.82	0.80	(0.02)
Overtime	-	-	-	-

2016 BUDGET ACTIONS:

Abolish:	(0.50 FTE)	Victim/Witness Specialist
Abolish:	(0.50 FTE)	Victim/Witness Specialist
Create:	1.00 FTE	Victim/Witness Specialist
Reduce:	(0.02 FTE)	Extra Help

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Reclassify:	1.00 FTE	Victim/Witness Specialist to Victim/Witness Counselor
Increase:	0.01 FTE	Extra Help for Social Worker

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - General Fund	14 Year End	15 Budget	16 Budget	Change
Communication Center Operation				
Director of Emergency Preparedness	0.75	0.75	0.75	-
Training and Operations Manager	1.00	1.00	1.00	-
Communications Center Specialist	1.00	1.00	1.00	-
Communications Center Supervisor	6.00	6.00	6.00	-
Telecommunicator	43.00	45.00	45.00	-
Administrative Specialist	1.00	1.00	1.00	-
Sr. Financial Analyst	0.30	0.30	0.30	-
Extra Help	-	-	-	-
Overtime	2.16	1.84	1.92	0.08
Subtotal	55.21	56.89	56.97	0.08
Disaster Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Programs and Projects Analyst	0.75	0.75	0.75	-
Telecommunicator	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.25	1.25	1.25	-
Hazardous Materials Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Programs and Projects Analyst	0.25	0.25	0.25	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.75	0.75	0.75	-

* Sunset Position, position will be reduced or terminated if funding is reduced or terminated.

TOTAL EMERGENCY PREPAREDNESS - General Fund	**57.21**	**58.89**	**58.97**	**0.08**
Regular Positions	55.05	57.05	57.05	-
Extra Help	-	-	-	-
Overtime	2.16	1.84	1.92	0.08

2016 BUDGET ACTIONS:

None

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Create:	2.0 FTE	Telecommunicator positions
Reduce:	(0.32 FTE)	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - Radio Services Fund	14 Year End	15 Budget	16 Budget	Change
General Radio Operations				
Director of Emergency Preparedness	0.25	0.25	0.25	-
Radio Systems Manager	0.90	0.90	0.90	-
Radio Systems Specialist	0.90	0.90	0.90	-
Radio Systems Technician	1.80	1.80	1.80	-
Senior Financial Analyst	0.10	0.10	0.10	-
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.12	0.06	0.03	(0.03)
Subtotal	5.07	5.01	4.98	(0.03)
Trunked Radio Operations				
Director of Emergency Preparedness	-	-	-	-
Radio Systems Manager	0.10	0.10	0.10	-
Radio Systems Specialist	0.10	0.10	0.10	-
Radio Systems Technician	0.20	0.20	0.20	-
Fiscal Specialist	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	0.03	0.03
Subtotal	0.40	0.40	0.43	0.03
TOTAL EMERGENCY PREPAREDNESS - Radio Services Fund	**5.47**	**5.41**	**5.41**	**-**
Regular Positions	5.35	5.35	5.35	-
Extra Help	-	-	-	-
Overtime	0.12	0.06	0.06	-

2016 BUDGET ACTIONS:

Transfer: 0.03 FTE Moved .03 FTE overtime from General Radio to Trunked.

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Decrease: (0.06 FTE) Overtime

TOTAL EMERGENCY PREPAREDNESS - All Funds	62.68	64.30	64.38	0.08
Regular Positions	60.40	62.40	62.40	-
Extra Help	-	-	-	-
Overtime	2.28	1.90	1.98	0.08

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

FEDERATED LIBRARY		14 Year End	15 Budget	16 Budget	Change
STATE AID, FEDERAL AND MISC. FUND					
Payments to Member Libraries/Systems					
* Administrative Specialist		0.06	0.05	0.03	(0.03)
* Director of Federated Library		0.30	0.30	0.30	-
	Subtotal	0.36	0.35	0.33	(0.03)
Administrative Services					
* Director of Federated Library		0.55	0.55	0.55	-
* Administrative Specialist		0.88	0.88	0.44	(0.44)
* Library Automation Coordinator		-	0.02	0.02	-
Extra Help		0.02	0.10	0.10	-
Overtime		0.01	0.01	0.01	-
	Subtotal	1.46	1.56	1.12	(0.44)
Resource Sharing					
* Director of Federated Library		0.04	0.05	0.05	-
* Library Services Specialist		0.05	-	-	-
* Administrative Assistant		0.80	-	-	-
* Administrative Specialist		0.04	0.04	0.02	(0.02)
* Library Automation Coordinator		-	0.15	0.15	-
* Librarian		1.50	1.15	1.15	-
Extra Help		-	-	-	-
	Subtotal	2.43	1.39	1.37	(0.02)
Automation Technology					
* Director Of Federated Library		0.05	0.05	0.05	-
* Library Automation Coordinator		-	0.08	0.08	-
	Subtotal	0.05	0.13	0.13	-
Education and Outreach					
* Director of Federated Library		0.06	0.05	0.05	-
* Administrative Assistant		0.20	-	-	-
* Administrative Specialist		0.02	0.03	0.02	(0.02)
* Library Services Specialist		0.95	-	-	-
* Librarian		0.50	1.85	2.85	1.00
Extra Help		-	-	-	-
	Subtotal	1.73	1.93	2.92	0.99
CAFÉ SHARED AUTOMATION FUND					
* Library Automation Coordinator		1.00	0.75	0.75	-
	Subtotal	1.00	0.75	0.75	-
TOTAL FEDERATED LIBRARY		**7.03**	**6.11**	**6.61**	**0.50**
Regular Positions		7.00	6.00	6.50	0.50
Extra Help		0.02	0.10	0.10	-
Overtime		0.01	0.01	0.01	-

* Positions will be reduced or terminated if State funding is reduced or terminated.

Return to Table of Contents

2016 BUDGET ACTIONS:

State Aid, Federal and Misc. Fund

Create:	1.00 FTE	Librarian
Unfund:	(0.50 FTE)	Administrative Assistant

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

The 2015 Budget includes several position shifts between programs to better reflect staff duties

State Aid, Federal, and Misc. Fund

Unfund:	(1.00 FTE)	Administrative Assistant
Abolish:	(1.00 FTE)	Library Services Specialist to Librarian
Create:	1.00 FTE	Librarian
Transfer:	0.25 FTE	Library Automation Coordinator
Increase:	0.08 FTE	Extra Help

CAFÉ Fund

Transfer:	(0.25 FTE)	Library Automation Coordinator

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund	14 Year End	15 Budget	16 Budget	Change
Administrative/Information Services				
Fiscal Assistant	10.00	9.00	8.00	(1.00)
* Fiscal Assistant	-	1.00	1.00	-
Fiscal Specialist	4.00	4.00	4.00	-
Accounting Services Coordinator	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	-
Centralized Records Supervisor	1.00	1.00	1.00	-
Administrative Specialist	3.00	4.00	4.00	-
Administrative Assistant	10.00	12.00	12.00	-
Clinical Director	0.10	0.10	-	(0.10)
Departmental Secretary	1.00	1.00	1.00	-
Deputy Director of Health & Human Services	1.00	1.00	1.00	-
Director of Health & Human Services	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Health and Human Services Coordinator	1.00	-	-	-
Office Services Coordinator	3.00	3.00	3.00	-
Public Communication Coordinator	-	-	1.00	1.00
Principal Information Technology Prof	1.00	1.00	1.00	-
Sr. Administrative Specialist	5.00	5.00	3.00	(2.00)
Programs and Projects Analyst	3.00	6.00	9.00	3.00
Senior Financial Analyst	3.00	3.00	3.00	-
Support Staff Supervisor	-	1.00	1.00	-
Senior Information Technology Professional	3.00	3.00	3.00	-
Extra Help	0.50	0.50	0.50	-
Overtime	0.15	0.15	0.15	-
Subtotal	53.75	59.75	60.65	0.90
Intake and Shared Services				
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	3.00	3.00	3.00	-
Human Services Support Specialist	4.00	4.00	4.00	-
Social Worker	12.00	12.00	14.00	2.00
* Social Worker	-	-	1.00	1.00
Volunteer Program Specialist	1.00	1.00	1.00	-
Extra Help	-	-	1.00	1.00
Overtime	0.63	0.63	1.06	0.43
Subtotal	21.63	21.63	26.06	4.43
Economic Services Administration and Support				
Administrative Assistant	2.00	2.00	2.00	-
Administrative Specialist	2.00	1.00	1.00	-
Economic Support Coordinator	1.00	1.00	1.00	-
* Economic Support Specialist	41.00	36.00	37.00	1.00
Economic Support Supervisor	4.00	4.00	4.00	-
Fraud Investigator	1.00	1.00	1.00	-
Extra Help	0.22	0.22	1.22	1.00
Overtime	0.44	0.44	0.44	-
Subtotal	51.66	45.66	47.66	2.00

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund (cont.)	14 Year End	15 Budget	16 Budget	Change
Children and Family Division: In-Home Safety and Out of Home Placement Services				
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	2.50	2.50	2.50	-
* Clinical Therapist	-	-	1.00	1.00
Human Services Supervisor	-	-	-	-
Social Worker	20.00	21.00	19.50	(1.50)
* Social Worker	1.00	-	-	-
Extra Help	0.12	0.12	0.62	0.50
Overtime	0.07	0.07	0.07	-
Subtotal	24.69	24.69	24.69	-
Children with Special Needs Unit (Including Birth to Three)				
Human Services Supervisor	0.50	0.50	0.50	-
Senior DD Counselor	1.00	-	-	-
Social Worker	1.50	4.00	3.00	
* Social Worker	1.50	1.00	1.50	0.50
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.50	5.50	5.00	(0.50)
Family Services & Juvenile Services				
Clinical Therapist	2.50	2.50	2.50	-
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	4.00	4.00	4.00	-
Social Worker	30.00	30.00	30.00	-
* Social Worker	1.00	1.00	-	(1.00)
Human Services Support Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	39.50	39.50	38.50	(1.00)
Juvenile Center				
Juvenile Center Worker	13.60	10.06	6.50	(3.56)
Administrative Assistant	1.00	0.50	-	(0.50)
Juvenile Center Coordinator	1.00	1.00	1.00	-
Juvenile Center Supervisor	6.00	4.00	2.00	(2.00)
Extra Help	0.70	0.35	0.35	-
Overtime	0.70	0.61	0.18	(0.43)
Subtotal	23.00	16.52	10.03	(6.49)

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Human Services - General Fund	218.73	213.25	212.59	(0.66)
Regular Positions	215.20	210.16	207.00	(3.16)
Extra Help	1.54	1.19	3.69	2.50
Overtime	1.99	1.90	1.90	-

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

2016 BUDGET ACTIONS:

Administrative/Information Services

Abolish:	(1.00) FTE	Fiscal Assistant
Create:	1.00 FTE	Programs and Projects Analyst
Transfer:	(0.10) FTE	Clinical Director to Mental Health Outpatient Div.
Abolish:	(2.00) FTE	Senior Administrative Specialist
Create:	2.00 FTE	Programs and Projects Analyst
Create:	1.00 FTE	Public Communications Coordinator

Intake and Shared Services

Transfer:	2.00 FTE	Social Workers from Child & Family Services
Transfer:	1.00 FTE	Social Worker from Family & Juvenile Services
Increase:	1.00 FTE	Extra Help – Social Worker
Increase:	0.43 FTE	Overtime – Afterhours

Economic Services Administration and Support

Create:	2.00 FTE	Economic Support Specialist positions funded (FSET Program)
Reduce:	(1.00) FTE	Economic Support Specialist (PPACA)
Increase:	1.00 FTE	Extra Help – Economic Support Specialist

Children and Family Division: In-Home Safety and Out of Home Placement Services

Create:	1.00 FTE	Clinical Therapist
Transfer:	(2.00) FTE	Social Workers to Intake/Shared Services
Transfer	0.50 FTE	Social Worker from Children with Special Needs
Increase:	0.50 FTE	Extra Help – Social Worker

Children with Special Needs Unit (Including Birth to Three)

Transfer	(0.50) FTE	Social Worker to Child & Family Services

Family Services & Juvenile Services

Transfer	(1.00) FTE	Social Worker to Intake/Shared Services

Juvenile Center

Decrease:	(0.43) FTE	Overtime

2015 CURRENT YEAR ACTIONS:

Juvenile Center

Abolish:	(3.56) FTE	Juvenile Center Worker
Abolish:	(2.00) FTE	Juvenile Center Supervisors
Abolish:	(0.50) FTE	Administrative Assistant

2015 BUDGET ACTIONS:

Administrative/Information Services

Transfer:	1.00 FTE	Administrative Specialist from Mental Health Center
Transfer:	2.00 FTE	Administrative Assistant from Clinic
Reclassify:	1.00 FTE	Health and Human Services Coordinator to Program and Projects Analyst
Transfer:	1.00 FTE	Support Staff Supervisor from Mental Health Center
Transfer:	1.00 FTE	Administrative Specialist from Mental Health Center

Economic Services Administration and Support

Abolish:	(1.00) FTE	Administrative Specialist
Abolish:	(5.00) FTE	Economic Support Specialists (Mid-Year Sunset PPACA Positions)

Children with Special Needs Unit (Including Birth to Three)

Abolish:	(1.00) FTE	Senior DD Counselor - Child and Family to Out-Patient Clinic

Juvenile Center

Abolish:	(3.54) FTE	Juvenile Center Worker (Abolish 4.0 FTE, Create 0.46 FTE)
Abolish:	(0.50) FTE	Administrative Assistant
Abolish:	(2.00) FTE	Juvenile Center Supervisor
Decrease:	(0.35) FTE	Extra Help
Decrease:	(0.09) FTE	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund	14 Year End	15 Budget	16 Budget	Change
Mental Health Outpatient-Clinical				
Mental Health Center Administrator	0.10	0.10	0.10	-
Clinical Director	0.10	0.10	0.50	0.40
** Clinical Psychologist	1.00	1.00	-	(1.00)
Clinical Services Manager	0.80	0.80	0.60	(0.20)
Clinical Therapist	8.00	13.00	15.00	2.00
Human Services Supervisor	1.00	1.00	2.00	1.00
Outpatient Service Administrator	-	-	1.00	1.00
Outpatient Services Coordinator	1.00	1.00	-	(1.00)
Psychiatrist	2.13	2.50	2.00	(0.50)
Registered Nurse	1.00	0.50	1.10	0.60
Licensed Practical Nurse	-	1.00	1.00	-
Senior Clinical Psychologist	2.00	2.00	2.50	0.50
* Senior Mental Health Counselor	2.00	2.00	2.00	-
Nurse Practitioner	1.00	1.00	1.00	-
Senior Substance Abuse Counselor	8.00	5.00	3.00	(2.00)
Weekend Registered Nurse	-	0.10	-	(0.10)
Extra Help	1.25	0.77	1.34	0.57
Overtime	0.01	0.34	0.34	-
Subtotal	29.39	32.21	33.48	1.27
Mental Health Outpatient-Intensive				
Administrative Assistant	2.00	-	-	-
Mental Health Center Administrator	0.20	-	-	-
Clinical Therapist	1.00	3.00	4.00	1.00
* Clinical Therapist	1.00	1.00	1.00	-
Human Services Supervisor	2.50	2.00	2.00	-
Registered Nurse	3.50	3.50	3.50	-
Senior Clinical Psychologist	0.50	0.50	-	(0.50)
Senior Mental Health Counselor	9.75	9.00	8.00	(1.00)
* Senior Mental Health Counselor	1.00	1.00	1.00	-
Extra Help	2.07	1.97	1.68	(0.29)
Overtime	-	-	-	-
Subtotal	23.52	21.97	21.18	(0.78)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund (cont.)	14 Year End	15 Budget	16 Budget	Change
Mental Health Center				
Certified Occupational Therapy Assistant	2.00	2.00	2.00	-
Chief Psychiatrist	1.00	1.00	1.00	-
Administrative Specialist	2.00	1.00	1.00	-
Clinical Director	0.80	0.80	0.50	(0.30)
Clinical Services Manager	0.20	0.20	0.40	0.20
Clinical Therapist	2.00	2.00	2.00	-
Food Service Specialist	1.00	1.00	1.00	-
Licensed Practical Nurse	1.50	0.50	-	(0.50)
Mental Health Center Administrator	0.70	0.90	0.90	-
Nursing and Patient Services Coordinator	1.00	1.00	1.00	-
Occupational Therapy Supervisor	1.00	1.00	1.00	-
Psychiatric Technician	16.00	16.00	16.00	-
Psychiatrist	0.50	0.50	1.00	0.50
Registered Nurse (RN)	9.10	10.60	10.50	(0.10)
Registered Nurse Supervisor	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	-	-	-
Senior Clinical Psychologist	0.50	0.50	0.50	-
Weekend Registered Nurse	1.80	1.70	2.11	0.41
Extra Help	5.91	5.54	6.31	0.77
Overtime	0.50	0.50	0.50	-
Subtotal	49.51	47.74	48.72	0.99

*Sunset positions, position will be terminated or reduced if funding is terminated or reduced.

**Underfill of a Senior Clinical Psychologist

TOTAL H&HS - Clinical Services - General Fund	**102.42**	**101.91**	**103.39**	**1.48**
Regular Positions	92.68	92.80	93.21	0.41
Extra Help	9.23	8.27	9.34	1.07
Overtime	0.51	0.84	0.84	-

2016 BUDGET ACTIONS:

Mental Health Outpatient-Clinical

Transfer:	0.40 FTE	Clinical Director from Mental Health Center (0.30 FTE) and Administrative Services (0.10 FTE)
Transfer:	(0.20 FTE)	Clinical Services Manger to Mental Health Center
Reclassify:	2.00 FTE	Two Clinical Therapists reclassified from Sr. Substance Abuse Counselors
Reclassify:	1.00 FTE	Outpatient Services Administrator reclassified from Outpatient Services Coordinator
Transfer	(0.50 FTE)	Psychiatrist to Mental Health Center
Transfer:	0.60 FTE	Registered Nurse from Mental Health Center
Transfer:	0.50 FTE	Senior Clinical Psychologist From MH Outpatient – Intensive
Decrease:	(0.10 FTE)	Weekend Registered Nurse
Increase:	0.57 FTE	Extra Help

Mental Health Outpatient-Intensive

Transfer:	(0.50 FTE)	Senior Clinical Psychologist to MH Outpatient - Clinical
Transfer:	1.00 FTE	Clinical Therapist reclassified from Senior Mental Health Counselor
Reduce:	0.29 FTE	Extra Help

Mental Health Center

Transfer:	(0.30 FTE)	Clinical Director to Mental Health Outpatient-Clinical
Transfer:	0.20 FTE	Clinical Services Manager from Mental Health Outpatient-Clinical
Transfer:	(0.60 FTE)	Registered Nurse to Mental Health Outpatient – Clinical – Licensed Practical Nurse Position becomes Registered Nurse per Vacancy
Transfer:	0.50 FTE	Psychiatrist from Mental Health Outpatient – Clinical
Increase:	0.41 FTE	LTE Weekend Registered Nurse
Increase:	0.78 FTE	Extra Help

2015 CURRENT YEAR ACTIONS:

Fund:	1.00 FTE	Human Services Supervisor (Unfunded in 2010)
Unfund:	(1.00 FTE)	Senior Clinical Psychologist

2015 BUDGET ACTIONS:

Mental Health Outpatient-Clinical

Create:	2.00 FTE	Clinical Therapist
Refund:	1.00 FTE	Clinical Therapist
Reclass:	2.00 FTE	Clinical Therapist from Senior Substance Abuse Counselors
Create:	0.37 FTE	Psychiatrist
Transfer:	0.10 FTE	Weekend Registered Nurse from Mental Health Center
Transfer:	1.00 FTE	Licensed Practical Nurse from Mental Health Center
Transfer:	(0.50 FTE)	Registered Nurse to Mental Health Center
Abolish:	(1.00 FTE)	Senior Substance Abuse Counselor
Transfer:	(0.48 FTE)	Extra Help to Clinical Therapist
Increase:	0.33 FTE	Overtime

Mental Health Outpatient-Intensive

Transfer:	(2.00 FTE)	Administrative Specialist to 8109 Admin IS Records
Transfer	(0.20 FTE)	Mental Health Center Administrator to Mental Health Center
Create:	1.00 FTE	Senior Mental Health Counselor
Transfer:	0.10 FTE	Extra Help Registered Nurse in Mental Health Center
Reclass:	2.00 FTE	Clinical Therapist from Senior Mental Health Counselors

Mental Health Center

Transfer:	(1.00 FTE)	Administrative Specialist to Administrative/Information Services
Transfer:	(1.00 FTE)	Licensed Practical Nurse to Mental Health Outpatient-Clinical
Transfer:	0.20 FTE	Mental Health Center Administrator From Mental Health Outpatient Intensive
Create:	1.00 FTE	Registered Nurse (RN)
Transfer:	0.50 FTE	Registered Nurse from Mental Health Outpatient Clinical
Transfer:	(1.00 FTE)	Support Staff Supervisor to Administrative Services
Transfer:	(0.10 FTE)	Weekend Registered Nurse to Mental Health Outpatient - Clinical
Transfer:	0.38 FTE	Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - CJCC - General Fund	14 Year End	15 Budget	16 Budget	Change
Criminal Justics Collaborating Council				
Criminal Justice Collaborating Council Coordinator	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
TOTAL H&HS - CJCC - General Fund	**1.00**	**1.00**	**1.00**	**-**
Regular Positions	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2016 BUDGET ACTIONS:

None

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Public Health - General Fund	14 Year End	15 Budget	16 Budget	Change
Public Health Administration				
Administrative Specialist	1.00	0.47	3.00	2.53
* Administrative Specialist	-	-	1.00	1.00
Administrative Assistant	1.00	1.00	2.00	1.00
Public Health Manager	1.00	1.00	1.00	-
Health & Human Services Coordinator	-	-	1.00	1.00
Epidemiologist	-	-	1.00	1.00
Subtotal	3.00	2.47	9.00	6.53
Family and Community Health Section				
Administrative Specialist	0.90	0.90	-	(0.90)
* Community Health Educator	0.51	0.51	0.66	0.15
Public Health Nurse	5.95	5.95	8.00	2.05
Public Health Supervisor	0.75	0.75	1.00	0.25
Public Health Technician	0.15	-	0.18	0.18
Extra Help	-	-	0.08	0.08
Subtotal	8.26	8.11	9.92	1.81
Women, Infants, Children Nutrition Program				
* Administrative Specialist	1.00	1.00	1.00	-
* WIC Program Nutritionist	2.00	2.00	2.00	-
Public Health Nurse	0.07	0.07	-	(0.07)
* WIC Program Supervisor	1.00	1.00	1.00	-
* Registered Dietetic Technician	0.50	0.50	0.50	-
Extra Help	1.32	1.32	1.39	0.07
Subtotal	5.89	5.89	5.89	-
Communicable Disease and Preparedness				
* Administrative Specialist	2.10	2.63	-	(2.63)
Administrative Assistant	1.00	1.00	-	(1.00)
* Community Health Educator	0.49	0.49	0.34	(0.15)
Public Health Nurse	12.58	11.58	9.60	(1.98)
Epidemiologist	1.00	1.00	-	(1.00)
Public Health Technician	1.59	0.74	0.56	(0.18)
Public Health Supervisor	1.25	1.25	1.00	(0.25)
Health and Human Services Coordinator	1.00	1.00	-	(1.00)
Extra Help	1.00	1.16	1.42	0.26
Subtotal	22.01	20.85	12.92	(7.93)

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Public Health - General Fund	39.16	37.32	37.73	0.41
Regular Positions	36.84	34.84	34.84	-
Extra Help	2.32	2.48	2.89	0.41
Overtime	-	-	-	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

2016 BUDGET ACTIONS:

Public Health Administration

Transfer:	3.53 FTE	Administrative Specialists from Communicable Disease and Preparedness and Family and Community Health
Transfer:	1.00 FTE	Administrative Assistant from Communicable Disease and Preparedness
Transfer	1.00 FTE	Epidemiologist from Communicable Disease and Preparedness
Transfer:	1.00 FTE	Health and Human Services Coordinator from Communicable Disease and Preparedness

Family and Community Health

Transfer:	(0.90) FTE	Administrative Specialist to Public Health Administration
Transfer:	0.15 FTE	Community Health Educator from Communicable Disease and Preparedness
Transfer:	2.05 FTE	Public Health Nurses from Communicable Disease and Preparedness and Women Infants and Children Nutrition program
Transfer:	0.25 FTE	Public Health Supervisor from Communicable Disease and Preparedness
Transfer:	0.18 FTE	Public Health Technician from Communicable Disease and Preparedness
Increase:	0.08 FTE	Temporary Extra Help – Public Health Technician

Women, Infants, Children Nutrition Program

Transfer:	(0.07) FTE	Public Health Nurse to Family and Community Health
Increase:	0.07 FTE	Temporary Extra Help – Community Health Educator increased

Communicable Disease and Preparedness

Transfer:	(2.63) FTE	Administrative Specialists to Public Health Administration
Transfer:	(1.00) FTE	Administrative Assistant to Public Health Administration
Transfer:	(0.15) FTE	Community Health Educator to Family and Community Health
Transfer:	(1.98) FTE	Public Health Nurses to Family and Community Health
Transfer:	(1.00) FTE	Epidemiologist to Public Health Administration
Transfer:	(0.25) FTE	Public Health Supervisor moved to Family and Community Health
Transfer:	(1.00) FTE	Health and Human Services Coordinator to Public Health Administration
Transfer:	(0.18) FTE	Public Health Technician to Family and Community Health
Increase:	0.26 FTE	Temporary Extra Help – Community Health Educator

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Public Health Administration

Transfer:	(0.53 FTE)	Administrative Specialist to Community Health

Child Health

Abolish:	(0.15 FTE)	Public Health Technician

Community Health

Transfer:	0.53 FTE	Administrative Specialist from Public Health Admin
Transfer:	1.00 FTE	Administrative Assistant from Communicable Disease Control
Abolish:	0.20 FTE	Public Health Nurse
Abolish:	0.85 FTE	Public Health Technician
Transfer:	(0.15 FTE)	Public Health Supervisor to Communicable Disease Control
Transfer:	(0.35 FTE)	Extra Help to Communicable Disease Control

Communicable Disease Control

Transfer:	(1.00 FTE)	Administrative Assistant to Community Health
Transfer:	0.15 FTE	Public Health Supervisor From Community Health
Abolish:	(0.80 FTE)	Public Health Nurse
Transfer:	0.35 FTE	Extra Help from Community Health
Increase:	0.16 FTE	Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Veterans' Services - General Fund	14 Year End	15 Budget	16 Budget	Change
Veterans' Information Assistance				
Administrative Specialist	1.00	1.00	1.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Veterans' Services Officer	1.00	1.00	1.00	-
Veteran Service Aide	0.70	0.70	0.70	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.70	3.70	3.70	-
TOTAL H&HS - Veterans' Services - General Fund	**3.70**	**3.70**	**3.70**	**-**
Regular Positions	3.70	3.70	3.70	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2016 BUDGET ACTIONS:

None

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - General Fund	14 Year End	15 Budget	16 Budget	Change
Adult Protective Services				
Human Services Supervisor	1.00	1.00	1.00	-
Social Worker	8.00	8.00	8.00	-
Clinical Therapist	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	11.00	11.00	11.00	-
Community Services				
Administrative Assistant	0.95	0.75	1.00	0.25
Administrative Specialist	2.90	2.30	3.00	0.70
* Sr. ADRC Specialist (Clt Services Specialist)	2.00	1.99	1.60	(0.39)
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.75	0.45	1.00	0.55
Support Staff Supervisor	1.00	1.00	1.00	-
Volunteer Program Specialist	0.75	0.75	0.75	-
* Nutrition Services Assistant	0.50	0.50	0.50	-
* Nutrition & Aging Serv Supervisor	1.00	1.00	1.00	-
* Senior Dining Manager	3.79	3.79	3.79	-
Health and Human Services Coordinator	-	0.20	1.00	0.80
Human Services Supervisor	-	0.25	1.00	0.75
* Extra Help	2.81	2.81	2.81	-
Overtime	-	-	-	-
Subtotal	16.45	15.79	18.45	2.66

***** Sunset Position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - ADRC - General Fund	**27.45**	**26.79**	**29.45**	**2.66**
Regular Positions	24.64	23.98	26.64	2.66
Extra Help	2.81	2.81	2.81	-
Overtime	-	-	-	-

2016 BUDGET ACTIONS:

Community Services

Transfer:	0.70 FTE	Administrative Specialist from ADRC Contract
Transfer:	(0.39) FTE	Allocation change to current 4 SR. ADRC Specialists
Transfer:	0.25 FTE	Administrative Assistant from ADRC Contract
Transfer:	0.55 FTE	ADRC Manager transferred from ADRC Contract as full 1 FTE
Transfer:	0.80 FTE	Health and Human Services Coordinator moved fully from ADRC Contract
Transfer:	0.75 FTE	Human Services Supervisor moved fully from ADRC Contract

Return to Table of Contents

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Transportation Services

Transfer:	(0.05 FTE)	ADRC Manager to ADRC Grant
Transfer:	0.20 FTE	Nutrition & Aging Services Supervisor from Nutrition
Transfer:	0.05 FTE	Human Service Coordinator from ADRC Grant

Community Services

Transfer:	(0.20 FTE)	Administrative Assistant to ADRC Grant
Transfer:	(0.60 FTE)	Administrative Specialist to ADRC Grant
Transfer:	(0.15 FTE)	ADRC Manager to ADRC Grant
Transfer:	(0.01 FTE)	Senior ADRC Specialist to ADRC Grant
Transfer:	0.005 FTE	Volunteer Program Specialist from Nutrition
Transfer:	0.05 FTE	Human Service Coordinator from ADRC Grant
Transfer:	0.25 FTE	Human Service Supervisor from ADRC Grant

Nutrition

Transfer:	(0.10 FTE)	ADRC Manager to ADRC Grant
Transfer:	(0.20 FTE)	Nutrition & Aging Services Supervisor to Transportation Services
Transfer:	(0.005 FTE)	Volunteer Program Specialist to Community Services
Transfer:	0.10 FTE	Human Service Coordinator from ADRC Grant

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Aging and Disability Resource Center (ADRC) - Contract Fund	14 Year End	15 Budget	16 Budget	Change
Aging and Disability Resource Center				
* Administrative Assistant	1.05	1.25	1.00	(0.25)
Administrative Specialist	0.10	0.70	-	(0.70)
* Senior ADRC Specialist	17.00	17.01	13.40	(3.61)
* ADRC Specialist	-	-	4.00	4.00
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.25	0.55	-	(0.55)
* Health and Human Services Coordinator	1.00	0.80	-	(0.80)
* Human Services Supervisor	3.00	2.75	2.00	(0.75)
Benefits Specialist	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	24.40	25.06	22.40	(2.66)

* Sunset Positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Aging and Disability Resource Center (ADRC) - Contrac	24.40	25.06	22.40	(2.66)
Regular Positions	24.40	25.06	22.40	(2.66)
Extra Help	-	-	-	-
Overtime	-	-	-	-

2016 BUDGET ACTIONS:

Transfer:	(0.25) FTE	Administrative Assistant allocated fully to ADRC General
Create:	(0.70) FTE	Administrative Specialist moved to ADRC General
Abolish:	(3.61) FTE	Multiple Sr. ADRC Specialist Allocations changed
Transfer:	4.00 FTE	Allocation from retiring/resigning Sr. ADRC Specialists
Transfer:	(0.55) FTE	ADRC Manager moved fully to ADRC General
Transfer:	(0.80) FTE	Health and Human Services Coordinator moved fully to ADRC General
Transfer:	(0.75) FTE	Human Services Supervisor moved from 72/25 to fully 1 in ADRC General

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Transfer in:	0.20 FTE	Administrative Assistant from ADRC General
Transfer in:	0.60 FTE	Administrative Specialist from ADRC General
Transfer in:	0.30 FTE	ADRC Manager from ADRC General
Transfer out:	(0.20 FTE)	Health and Human Service Coordinator to ADRC General
Transfer out:	(0.25 FTE)	Human Services Supervisor to ADRC General
Transfer in:	0.01 FTE	Senior ADRC Specialist to ADRC General

TOTAL Health & Human Services	416.86	409.03	410.26	1.23
Regular Positions	398.46	391.54	388.79	(2.75)
Extra Help	15.90	14.75	18.73	3.98
Overtime	2.50	2.74	2.74	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

MEDICAL EXAMINER		14 Year End	15 Budget	16 Budget	Change
Autopsy/Examinations					
	Medical Examiner (Pathologist)	0.74	0.74	0.74	-
*	Pathologist	0.75	1.50	1.50	-
	Deputy Medical Examiner	0.56	0.66	0.56	(0.10)
**	Dep. Med. Exam. / Path. Assistant	1.92	1.92	2.82	0.90
*	Deputy Medical Examiner Supervisor	-	0.60	0.60	-
	Office Services Coordinator	0.30	0.30	0.30	-
	Administrative Assistant	0.35	0.65	0.35	(0.30)
	Extra Help	0.14	0.56	0.11	(0.45)
	Overtime	0.12	0.16	0.11	(0.05)
	Subtotal	4.88	7.09	7.09	(0.01)
Investigations/Cremations					
	Medical Examiner (Pathologist)	0.26	0.26	0.26	-
*	Pathologist	0.25	0.50	0.50	-
	Deputy Medical Examiner	4.44	5.34	5.44	0.10
**	Dep. Med. Exam. / Path. Assistant	0.08	0.08	0.18	0.10
*	Deputy Medical Examiner Supervisor	-	0.40	0.40	-
	Office Services Coordinator	0.70	0.70	0.70	-
	Administrative Assistant	0.65	1.35	1.65	0.30
	Extra Help	0.36	0.30	0.22	(0.08)
	Overtime	0.33	0.29	0.29	-
	Subtotal	7.07	9.22	9.64	0.43

* Position will be reduced or terminated if contract funding is reduced or terminated.

** Of the 3.00 FTE Dep. Med. Exam./Path. Assistant, 1.0 FTE is a sunset position that will be reduced or terminated if contract funding is reducted or terminated

TOTAL MEDICAL EXAMINER	**11.95**	**16.31**	**16.73**	**0.42**
Regular Positions	11.00	15.00	16.00	1.00
Extra Help	0.50	0.86	0.33	(0.53)
Overtime	0.45	0.45	0.40	(0.05)

2016 BUDGET ACTIONS:

Create:	1.00 FTE	Deputy Medical Examiner / Path. Assistant
Reduce:	(0.53 FTE)	Extra Help
Reduce:	(0.05 FTE)	Overtime

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Create:	1.0 FTE	Pathologist
Create:	1.0 FTE	Deputy Medical Examiner Supervisor
Create:	1.0 FTE	Administrative Assistant
Create:	1.0 FTE	Deputy Medical Examiner
Increase:	0.36 FTE	Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS AND LAND USE - General Fund	14 Year End	15 Budget	16 Budget	Change
Hazardous Waste & County Facilities Recycling				
Sr. Administrative Specialist	0.10	0.10	0.10	-
Recycling Specialist	0.05	0.05	0.05	-
Solid Waste Supervisor	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.25	0.25	0.25	-
Land & Water Conservation				
Senior Civil Engineer	1.00	1.00	1.00	-
Senior Conservation Specialist	1.90	1.90	1.90	-
Conservation Specialist	1.00	1.00	1.00	-
Manager Land Resources	0.70	0.70	0.70	-
Extra Help	0.83	0.82	0.82	-
Overtime	-	-	-	-
Subtotal	5.43	5.42	5.42	-
Enforcement, Planning & Zoning				
Administrative Assistant	1.00	1.00	-	(1.00)
Administrative Specialist	1.00	1.00	1.00	-
Planning And Zoning Manager	1.00	1.00	1.00	-
Senior Land Use Specialist	3.50	3.50	3.00	(0.50)
Support Staff Supervisor	1.00	1.00	1.00	-
* Land Use Specialist	1.00	1.00	1.00	-
Senior Planner	1.00	1.00	2.00	1.00
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	9.50	9.50	9.00	(0.50)
Environmental Health				
Administrative Specialist	2.00	2.00	2.00	-
Environmental Health Manager	1.00	1.00	1.00	-
Environmental Health Supervisor	-	-	1.00	1.00
Groundwater Program Coordinator	1.00	1.00	-	(1.00)
Extra Help	0.38	0.38	-	(0.38)
Overtime	0.03	0.03	0.01	(0.02)
Subtotal	4.42	4.41	4.01	(0.40)

* The Land Use Specialist position was previously an underfill of the approved Senior Land Use Specialist position. In 2016, the underfilled position has been mvoed to the Senior Land Use Specialist level, and has been replaced by the reclassification of a 1.00 FTE Senior Land Use Specialist to a permanent 1.00 FTE Land Use Specialist.

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund (cont.)		14 Year End	15 Budget	16 Budget	Change
Humane Animal					
Humane Animal Officer		1.00	1.00	1.00	-
Extra Help		0.56	0.56	0.56	-
Overtime		0.02	0.02	0.02	-
	Subtotal	1.58	1.58	1.58	-
Hazardous Materials					
Hazardous Materials Coordinator		0.90	0.90	0.90	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	0.90	0.90	0.90	-
Licensing					
Environmental Health Sanitarian I		6.00	6.00	6.00	-
Hazardous Materials Coordinator		0.10	0.10	0.10	-
Lead Environmental Health Sanitarian		1.00	1.00	1.00	-
Extra Help		0.54	0.53	0.53	-
Overtime		-	-	-	-
	Subtotal	7.64	7.63	7.63	-
Septic/Well/Lab Programs					
Environmental Health Sanitarian I		4.00	3.00	3.00	-
Environmental Health Specialist		1.00	1.00	1.00	-
Environmental Health Supervisor		1.00	1.00	-	(1.00)
Lead Environmental Health Sanitarian		-	-	1.00	1.00
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	6.00	5.00	5.00	-
Parks Programs					
Administrative Specialist		2.00	2.00	2.00	-
Park Foreman		8.00	8.00	8.00	-
Park Maintenance Worker		6.00	6.00	6.00	-
Carpenter		2.00	2.00	2.00	-
Enterprise Operations Manager		0.45	-	-	-
Food Service Coordinator		1.00	-	-	-
Park Programs Specialist		2.00	3.00	3.00	-
Parks Supervisor		2.00	2.00	2.00	-
Parks Systems Manager		0.64	1.09	1.09	-
Senior Landscape Architect		3.00	3.00	3.00	-
Extra Help		34.96	33.53	33.50	(0.02)
Overtime		0.85	0.79	0.75	(0.03)
	Subtotal	62.90	61.40	61.35	(0.05)

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund (cont.)		14 Year End	15 Budget	16 Budget	Change
General County Grounds Maintenance					
Golf Course Superintendent		0.50	0.50	0.50	-
Park Maintenance Worker		2.25	2.25	2.00	(0.25)
Extra Help		4.62	4.49	4.49	-
Overtime		0.36	0.35	0.35	-
	Subtotal	7.73	7.59	7.34	(0.25)
Retzer Nature Center					
Administrative Assistant		1.00	1.00	1.00	-
Nature Center Supervisor		1.00	1.00	1.00	-
Park Naturalist		0.50	0.50	0.50	-
Park Foreman		1.00	1.00	1.00	-
Conservation Biologist (Sr. Park Naturalist)		1.00	1.00	1.00	-
Extra Help		4.42	4.23	4.23	-
Overtime		0.07	0.07	0.07	-
	Subtotal	8.99	8.80	8.80	-
Exposition Center					
Parks System Manager		0.20	0.20	0.20	-
Exposition Center Manager		1.00	1.00	1.00	-
Lead Expo Worker		1.00	1.00	1.00	-
Expo Center Worker		1.00	1.00	1.00	-
Administrative Specialist		1.00	1.00	1.00	-
Extra Help		4.52	4.32	4.32	-
Overtime		0.11	0.11	0.11	-
	Subtotal	8.83	8.63	8.63	-
Administrative Services					
Fiscal Specialist		2.00	2.00	2.00	-
Sr. Fiscal Specialist		1.00	1.00	1.00	-
Business Manager		1.00	1.00	1.00	-
Administrative Assistant		2.00	2.00	2.00	-
Director of Parks and Land Use		1.00	1.00	1.00	-
Office Services Coordinator		1.00	1.00	1.00	-
Extra Help		0.43	0.32	-	(0.32)
Overtime		0.07	0.07	0.07	-
	Subtotal	8.50	8.39	8.07	(0.32)
TOTAL PARKS & LAND USE - General Fund		**132.67**	**129.50**	**127.98**	**(1.52)**
Regular Positions		79.89	78.89	78.14	(0.75)
Extra Help		51.26	49.18	48.46	(0.72)
Overtime		1.52	1.43	1.38	(0.05)

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

2016 BUDGET ACTIONS:

Enforcement, Planning & Zoning

Unfund:	(1.00 FTE)	Administrative Assistant
Increase:	0.50 FTE	Senior Land Use Specialist
Reclassify:	1.00 FTE	Senior Land Use Specialist to Land Use Specialist

Environmental Health

Reclassify:	1.00 FTE	Groundwater Prog. Coordinator to Lead Environmental Health Sanitarian
Transfer:	1.00 FTE	Environmental Health Supervisor
Reduce:	(0.38 FTE)	Temporary Extra Help
Reduce:	(0.02 FTE)	Overtime

Parks Programs

Reduce:	(0.02 FTE)	Temporary Extra Help
Reduce:	(0.03 FTE)	Overtime

Septic/Well/Lab Program

Transfer:	(1.00 FTE)	Environmental Health Supervisor
Reclassify:	1.00 FTE	Lead Environmental Health Sanitarian from Groundwater Prog. Coordinator

Administrative Services

Reduce:	(0.32 FTE)	Temporary Extra Help

Grounds Maintenance

Unfund:	(0.25 FTE)	Park Maintenance Worker

2015 CURRENT YEAR ACTIONS:

Unfund:	(1.00 FTE)	Senior Land Use Specialist
Increase:	1.00 FTE	Senior Planner

2015 BUDGET ACTIONS:

Land & Water Conservation

Decrease:	(0.01 FTE)	Extra Help

Licensing

Decrease:	(0.01 FTE)	Extra Help

Septic/Well/Lab

Unfund:	(1.00 FTE)	Environmental Health Sanitarian

Parks Programs

Decrease:	(1.43 FTE)	Extra Help
Decrease:	(0.06 FTE)	Overtime

General County Grounds Maintenance

Decrease:	(0.13 FTE)	Extra Help
Decrease:	(0.06 FTE)	Overtime

Retzer Nature Center

Decrease:	(0.19 FTE)	Extra Help

Exposition Center

Decrease:	(0.20 FTE)	Extra Help

Administrative Services

Decrease:	(0.10 FTE)	Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Community Development Fund	14 Year End	15 Budget	16 Budget	Change
Parks and Land Use - CDBG				
* Community Development Coordinator	0.90	0.90	0.90	-
* Sr. Administrative Specialist	0.50	0.50	0.50	-
* Fiscal Specialist	0.80	0.80	0.80	-
* Administrative Assistant	0.26	0.26	0.26	-
Extra Help	-	-	-	-
Overtime	0.02	0.05	0.04	(0.01)
Subtotal	2.48	2.51	2.50	(0.01)
Parks and Land Use - HOME Grant Programs				
* Community Development Coordinator	0.10	0.10	0.10	-
* Fiscal Specialist	0.20	0.20	0.20	-
* Administrative Assistant	0.09	0.09	0.09	-
Extra Help	-	-	-	-
Overtime	0.01	0.02	0.01	(0.01)
Subtotal	0.40	0.41	0.40	(0.01)
* Sunset Position, position will be terminated or reduced if funding is eliminated or reduced.				
TOTAL PARKS & LAND USE - Community Development Fund	**2.88**	**2.92**	**2.90**	**(0.02)**
Regular Positions	2.85	2.85	2.85	-
Extra Help	-	-	-	-
Overtime	0.03	0.07	0.05	(0.02)

2016 BUDGET ACTIONS:

Reduce: (0.02 FTE) Overtime

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Increase: 0.04 FTE Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - LIS Fund	14 Year End	15 Budget	16 Budget	Change
Land Information Systems				
Land Information Systems Manager	1.00	1.00	1.00	-
Land Information Systems Analyst	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.00	4.00	4.00	-
TOTAL PARKS & LAND USE - LIS Fund	**4.00**	**4.00**	**4.00**	**-**
Regular Positions	4.00	4.00	4.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2016 BUDGET ACTIONS:

None

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Golf Courses		14 Year End	15 Budget	16 Budget	Change
NAGA-WAUKEE GOLF COURSE					
Parks Systems Manager		-	0.25	0.25	-
Enterprise Operations Manager		0.25	-	-	-
Golf Course Clubhouse Supervisor		1.00	1.00	1.00	-
Golf Course Superintendent		1.00	1.00	1.00	-
Park Maintenance I		1.00	1.00	1.00	-
Extra Help		8.51	7.18	7.46	0.28
Overtime		0.46	0.30	0.31	0.01
	Subtotal	12.22	10.73	11.02	0.28
WANAKI GOLF COURSE					
Parks Systems Manager		-	0.25	0.25	-
Enterprise Operations Manager		0.25	-	-	-
Golf Course Clubhouse Supervisor		1.00	1.00	1.00	-
Golf Course Superintendent		1.00	1.00	1.00	-
Park Maintenance I		1.00	1.00	1.00	-
Extra Help		8.23	7.02	7.11	0.09
Overtime		0.40	0.27	0.28	0.02
	Subtotal	11.87	10.54	10.65	0.11
MOOR DOWNS GOLF COURSE					
Parks Systems Manager		-	0.05	0.05	-
Enterprise Operations Manager		0.05	-	-	-
Golf Course Clubhouse Supervisor		1.00	1.00	-	(1.00)
Golf Course Superintendent		0.50	0.50	0.50	-
Park Maintenance I		0.75	0.75	-	(0.75)
Extra Help		2.17	1.77	3.43	1.66
Overtime		0.18	0.16	0.14	(0.02)
	Subtotal	4.65	4.23	4.12	(0.11)
TOTAL PARKS & LAND USE - Golf Courses		**28.75**	**25.50**	**25.78**	**0.28**
Regular Positions		8.80	8.80	7.05	(1.75)
Extra Help		18.90	15.97	18.00	2.03
Overtime		1.04	0.73	0.73	-

2016 BUDGET ACTIONS:

Naga-Waukee Golf Course

Increase:	0.28 FTE	Extra Help
Increase:	0.01 FTE	Overtime

Wanaki Golf Course

Increase:	0.09 FTE	Extra Help
Increase:	0.02 FTE	Overtime

Moor Downs Golf Course

Unfund:	(1.00 FTE)	Golf Course Clubhouse Supervisor
Unfund:	(0.75 FTE)	Park Maintenance I
Increase:	1.66 FTE	Extra Help
Reduce:	(0.02 FTE)	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Naga-Waukee Golf Course

Decrease:	(1.33 FTE)	Extra Help
Decrease:	(0.16 FTE)	Overtime

Wanaki Golf Course

Decrease:	(1.20 FTE)	Extra Help
Decrease:	(0.13 FTE)	Overtime

Moor Downs Golf Course

Decrease:	(0.40 FTE)	Extra Help
Decrease:	(0.02 FTE)	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Ice Arenas		14 Year End	15 Budget	16 Budget	Change
NAGA-WAUKEE Ice Arena					
Parks System Manager		0.08	0.08	0.08	-
Ice Arena Coordinator		1.00	1.00	1.00	-
Ice Arena Supervisor		1.00	1.00	1.00	-
Extra Help		2.42	2.20	2.21	0.01
Overtime		-	-	-	-
	Subtotal	4.50	4.28	4.29	0.01
EBLE PARK Ice Arena					
Parks System Manager		0.08	0.08	0.08	-
Ice Arena Coordinator		1.00	1.00	1.00	-
Ice Arena Supervisor		1.00	1.00	1.00	-
Administrative Assistant		0.75	0.75	0.75	-
Extra Help		2.02	1.85	1.83	(0.01)
Overtime		-	-	-	-
	Subtotal	4.85	4.68	4.66	(0.01)
TOTAL PARKS & LAND USE - Ice Arenas		**9.35**	**8.96**	**8.96**	**-**
Regular Positions		4.91	4.91	4.91	-
Extra Help		4.44	4.05	4.05	-
Overtime		-	-	-	-

2016 BUDGET ACTIONS:

Transfer: 0.01 FTE Extra Help from Eble Park Ice Arena to Naga-Waukee Ice Arena

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Decrease: (0.39 FTE) Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Material Recycling Facility Fund	14 Year End	15 Budget	16 Budget	Change
Land Information Systems				
Sr. Administrative Specialist	0.90	0.90	0.90	-
* Recycling Specialist	1.95	1.95	1.95	-
Solid Waste Supervisor	0.90	0.90	0.90	-
Land Resources Manager	0.30	0.30	0.30	-
Senior Conservation Specialist	0.10	0.10	0.10	-
Extra Help	1.30	1.20	1.25	0.05
Overtime	-	-	-	-
Subtotal	5.45	5.35	5.40	0.05
TOTAL PARKS & LAND USE - Material Recycling Facility Fun	**5.45**	**5.35**	**5.40**	**0.05**
Regular Positions	4.15	4.15	4.15	-
Extra Help	1.30	1.20	1.25	0.05
Overtime	-	-	-	-

*Includes 1.00 FTE Recycling Specialist position created in 1997 by ordinance 151-61 that has sunset clause attached. Position is 75% funded with recycling grant and material sales revenues and will be reduced or terminated if funding is reduced or terminated.

2016 BUDGET ACTIONS:

Increase: 0.05 FTE Temporary Extra Help

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Decrease: (0.10 FTE) Temporary Extra Help

TOTAL PARKS AND LAND USE - ALL FUNDS	183.10	176.24	175.02	(1.22)
Regular Positions	104.60	103.60	101.10	(2.50)
Extra Help	75.91	70.40	71.76	1.35
Overtime	2.59	2.23	2.16	(0.07)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	14 Year End	15 Budget	16 Budget	Change
Construction Services				
Fiscal Assistant	1.00	-	-	-
Architectural Engineer Technician	1.00	1.00	0.75	(0.25)
Architectural Services Manager	1.00	0.30	-	(0.30)
Facilities Manager	0.05	0.05	0.05	-
Maintenance Mechanic III	-	-	0.60	0.60
Construction Project Supervisor	-	-	0.50	0.50
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.05	1.35	1.90	0.55
Building Improvement Plan & Planned Maintenance				
Construction Project Supervisor	-	0.14	0.20	0.06
Facilities Supervisor	0.40	0.20	0.20	-
Facilities Manager	0.05	0.05	0.05	-
Architectural Engineer Technician	-	-	0.25	0.25
Maintenance Mechanic III	-	-	0.40	0.40
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.45	0.39	1.10	0.71
Energy Consumption				
Construction Project Supervisor	-	0.04	-	(0.04)
Facilities Manager	0.10	0.10	0.10	-
Facilities Supervisor	0.10	0.05	0.05	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.20	0.19	0.15	(0.04)
Facilities Maintenance				
Construction Project Supervisor	-	0.53	0.30	(0.23)
Facilities Supervisor	1.50	0.75	0.75	-
Electrician	1.00	1.00	1.00	-
Facilities Manager	0.70	0.70	0.70	-
Maintenance Mechanic I	4.00	4.00	4.00	-
Maintenance Mechanic II	15.00	15.00	15.00	-
Maintenance Mechanic III	4.00	5.00	4.00	(1.00)
Extra Help	0.40	0.40	0.40	-
Overtime	0.29	0.29	0.29	-
Subtotal	26.89	27.67	26.44	(1.23)
Housekeeping Services				
Building Service Worker	9.00	9.00	9.00	-
Facilities Manager	0.10	0.10	0.10	-
Housekeeping Supervisor	2.00	2.00	1.00	(1.00)
Extra Help	-	-	-	-
Overtime	0.02	0.03	0.02	(0.01)
Subtotal	11.12	11.13	10.12	(1.01)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund (cont.)	14 Year End	15 Budget	16 Budget	Change
Administrative Services				
Fiscal Assistant	-	1.00	1.00	-
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Business Manager	0.90	0.90	0.90	-
Departmental Secretary	1.00	1.00	1.00	-
Director of Public Works	1.00	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	0.01	0.01
Subtotal	4.90	5.90	5.91	0.01

TOTAL PUBLIC WORKS - General Fund	46.61	46.62	45.62	(1.00)
Regular Positions	45.90	45.90	44.90	(1.00)
Extra Help	0.40	0.40	0.40	-
Overtime	0.31	0.32	0.32	-

2016 BUDGET ACTIONS:

Construction Services

Transfer:	(0.25 FTE)	Architectural Engineer Technician from Construction Services to Building Improvement Plan & Planned Maintenance
Unfund:	(0.30 FTE)	Architectural Services Manager for partial year remaining (unfunded beginning in early 2015).
Transfer:	0.60 FTE	Maintenance Mechanic III from Facilities Maintenance.
Fund:	0.50 FTE	Construction Project Supervisor (1.0 FTE created partway through 2015), and transfer in from multiple programs.

Building Improvement Plan & Planned Maintenance

Fund:	0.06 FTE	Construction Project Supervisor (1.0 FTE created partway through 2015), and transfer in from multiple programs.
Transfer:	0.25 FTE	Architectural Engineer Technician from Construction Services to Building Improvement Plan & Planned Maintenance
Transfer:	0.40 FTE	Maintenance Mechanic III from Facilities Maintenance.

Energy Consumption

Transfer:	(0.04 FTE)	Construction Project Supervisor to multiple programs.

Facilities Maintenance

Transfer:	(0.23 FTE)	Construction Project Supervisor to multiple programs.
Transfer:	(1.00 FTE)	Maintenance Mechanic III to the Construction Services and Building Improvement Plan & Maintenance programs.

Housekeeping Services

Unfund:	(1.00 FTE)	Housekeeping Supervisor
Reduce:	(0.01 FTE)	Overtime

Administrative Services

Increase	0.01 FTE	Overtime

2015 CURRENT YEAR ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

2015 BUDGET ACTIONS:

Architectural Services/Property Management

Transfer:	(1.00 FTE)	Fiscal Assistant to Administrative Services
Abolish:	(1.00 FTE)	Architectural Services Manage mid-year (0.30 FTE budgeted in 2015)

Building Improvement Plan & Planned Maintenance

Create:	1.00 FTE	Construction Project Supervisor mid-year (0.70 FTE in 2015, 0.14 FTE in this
Abolish:	(1.00 FTE)	Facilities Supervisor (0.20 FTE in this program)

Energy Consumption

Create:	1.00 FTE	Construction Project Supervisor mid-year (0.70 FTE in 2015, 0.03 FTE in this
Abolish:	(1.00 FTE)	Facilities Supervisor (0.05 FTE in this program)

Facilities Maintenance

Create:	1.00 FTE	Construction Project Supervisor mid-year (0.70 FTE in 2015, 0.53 FTE in this
Abolish:	(1.00 FTE)	Facilities Supervisor (0.75 FTE in this program)
Create:	1.00 FTE	Maintenance Mechanic III

Housekeeping Services

Increase:	0.01 FTE	Overtime

Administrative Services

Transfer:	1.00 FTE	Fiscal Assistant from Architectural Services/Property Management

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund		14 Year End	15 Budget	16 Budget	Change
County Operations					
Fiscal Assistant		1.00	1.00	1.00	-
Administrative Specialist		1.00	1.00	1.00	-
Crew Leader		2.00	2.00	2.00	-
Highway Operations Manager		1.00	1.00	1.00	-
Patrol Superintendant		2.00	2.00	2.00	-
Patrol Worker		29.00	29.00	29.00	-
Extra Help		0.66	0.65	0.72	0.07
Overtime		1.11	1.10	1.10	-
	Subtotal	37.78	37.75	37.82	0.07
State Highway Operations					
Patrol Superintendent		2.00	2.00	2.00	-
Patrol Worker		23.00	27.00	27.00	-
Extra Help		1.97	1.96	-	(1.96)
Overtime		1.82	2.05	2.28	0.23
	Subtotal	28.78	33.01	31.28	(1.73)
Transit Services					
Business Manager		0.10	0.10	0.10	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	0.10	0.10	0.10	-
Engineering Services					
Engineering Services Manager		1.00	1.00	1.00	-
Senior Civil Engineer		2.95	2.95	2.95	-
Senior Engineering Techincian		1.50	0.50	0.50	-
Engineering Technician		-	1.00	1.00	-
Extra Help		1.69	1.69	1.69	-
Overtime		-	-	-	-
	Subtotal	7.14	7.14	7.14	-
Traffic Control					
Patrol Worker		1.00	1.00	1.00	-
Sign and Signal Maintenance		3.00	3.00	3.00	-
Senior Civil Engineer		0.65	0.65	0.65	-
Extra Help		-	-	-	-
Overtime		0.17	0.22	0.22	-
	Subtotal	4.82	4.87	4.87	-
Permit Processing					
Senior Engineering Technician		1.50	1.50	1.50	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	1.50	1.50	1.50	-
TOTAL PUBLIC WORKS - Transportation Fund		**80.12**	**84.37**	**82.71**	**(1.66)**
Regular Positions		72.70	76.70	76.70	-
Extra Help		4.32	4.30	2.41	(1.89)
Overtime		3.10	3.37	3.60	0.23

Return to Table of Contents

2016 BUDGET ACTIONS:

County Highway Operations

Increase:	0.07 FTE	Extra Help

State Highway Operations

Reduce:	(1.96 FTE)	Extra Help due to the addition of 4.0 FTE Patrol Workers in the 2015 budget.
Increase:	0.23 FTE	Overtime

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

State Highway Operations

Create:	4.00 FTE	Patrol Worker positions due to increased funding from the State for Performance based Contracting and additional routine maintenance. These positions are authorized but were unfunded in prior-year budgets.
Create:	0.22 FTE	Overtime due to increased funding from the State for Performance based Contracting and additional routine maintenance.

Engineering Services (1)

Reduce:	(0.02 FTE)	Extra Help for Engineering Co-op students and summer interns to be more reflective of actual work.

Traffic Control (1)

Increase:	0.05 FTE	Overtime increased in Traffic Control to be more reflective of actual work.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Central Fleet Fund	14 Year End	15 Budget	16 Budget	Change
Repair & Maintenance				
Administrative Assistant	-	1.00	1.00	-
Fiscal Specialist	0.75	0.75	0.75	-
Fleet Manager	0.90	0.90	0.90	-
Lead Mechanic	2.00	3.00	3.00	-
Mechanic	9.00	7.00	7.00	-
Stock Clerk	1.00	1.00	1.00	-
Extra Help	0.65	0.41	-	(0.41)
Overtime	0.08	0.10	0.10	-
Subtotal	14.38	14.16	13.75	(0.41)
Central Fueling				
Fiscal Specialist	0.25	0.25	0.25	-
Fleet Manager	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.35	0.35	0.35	-
TOTAL PUBLIC WORKS - Central Fleet Fund	**14.73**	**14.51**	**14.10**	**(0.41)**
Regular Positions	14.00	14.00	14.00	-
Extra Help	0.65	0.41	-	(0.41)
Overtime	0.08	0.10	0.10	-

2016 BUDGET ACTIONS:

Reduce: (0.41 FTE) Extra Help is removed due to the addition of 1.00 FTE Administrative Assistant position in 2015 budget.

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Abolish: (1.00 FTE) Mechanic Position
Fund: 1.00 FTE Administrative Assistant Position (Previously Unfunded)
Decrease: (0.24 FTE) Extra Help
Increase: 0.02 FTE Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Airport Fund	14 Year End	15 Budget	16 Budget	Change
Airport Operations				
Airport Manager	0.30	0.30	0.30	-
Administrative Specialist	-	-	-	-
Programs & Projects Analyst	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.30	1.30	1.30	-
Administrative Services				
Airport Manager	0.70	0.70	0.70	-
Administrative Specialist	1.00	1.00	1.00	-
Programs & Projects Analyst	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.70	1.70	1.70	-
TOTAL PUBLIC WORKS - Airport Fund	**3.00**	**3.00**	**3.00**	**-**
Regular Positions	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2016 BUDGET ACTIONS:

None

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

None

TOTAL PUBLIC WORKS - ALL FUNDS	144.46	148.50	145.43	(3.07)
Regular Positions	135.60	139.60	138.60	(1.00)
Extra Help	5.37	5.11	2.81	(2.30)
Overtime	3.49	3.79	4.02	0.23

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

REGISTER OF DEEDS	14 Year End	15 Budget	16 Budget	Change
Administrative Services				
Fiscal Assistant	0.60	0.60	0.60	-
Senior Financial Analyst	0.60	0.60	0.60	-
Deputy Register of Deeds	1.00	1.00	1.00	-
Register of Deeds	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.20	3.20	3.20	-
Real Estate				
Support Staff Supervisor	1.00	1.00	1.00	-
Administrative Assistant	-	1.00	1.00	-
Administrative Specialist	7.00	6.00	6.00	-
Extra Help	-	-	-	-
Overtime	0.03	0.09	0.09	-
Subtotal	8.03	8.09	8.09	-
Cashiering				
Fiscal Assistant	0.40	0.40	0.40	-
Administrative Assistant	1.00	1.00	-	(1.00)
Administrative Specialist	2.50	2.50	2.50	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.00	-	0.01	0.01
Subtotal	4.90	4.90	3.91	(0.99)
Vital Statistics				
Administrative Specialist	0.50	1.50	1.50	-
Administrative Assistant	2.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	2.50	2.50	2.50	-
TOTAL REGISTER OF DEEDS	**18.63**	**18.69**	**17.70**	**(0.99)**
Regular Positions	18.60	18.60	17.60	(1.00)
Extra Help	-	-	-	-
Overtime	0.03	0.09	0.10	0.01

2016 BUDGET ACTIONS:

Cashiering

Unfund:	(1.00 FTE)	Administrative Assistant
Increase:	0.01 FTE	Overtime

Real Estate

Abolish:	(1.00 FTE)	Administrative Assistant
Create:	0.50 FTE	Administrative Assistant
Create:	0.50 FTE	Administrative Assistant

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Increased: 0.06 FTE Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF		14 Year End	15 Budget	16 Budget	Change
Process / Warrant Service					
Captain		1.00	1.00	1.00	-
Deputy		3.00	3.00	3.00	-
Fiscal Specialist		1.00	1.00	1.00	-
Administrative Specialist		6.00	6.00	6.00	-
Extra Help		-	-	-	-
Overtime		0.22	0.22	0.22	-
	Subtotal	11.22	11.22	11.22	-
Court Security					
Lieutenant		1.00	1.00	1.00	-
Deputy		18.86	18.86	18.86	-
Extra Help		3.70	3.69	3.72	0.03
Overtime		0.38	0.38	0.38	-
	Subtotal	23.94	23.93	23.96	0.03
General Investigations					
Captain		1.00	1.00	1.00	-
Lieutenant		1.00	1.00	1.00	-
Detectives		23.00	22.00	22.00	-
* Detectives		1.00	1.00	1.00	-
Deputy		1.00	1.00	1.00	-
Sr. Administrative Specialist		2.00	2.00	2.00	-
Administrative Specialist		2.00	2.00	2.00	-
Extra Help		-	-	-	-
Overtime		0.39	0.39	0.39	-
	Subtotal	31.39	30.39	30.39	-
Special Investigations					
Captain		1.00	1.00	1.00	-
Lieutenant		1.00	1.00	1.00	-
Detectives		4.00	5.00	5.00	-
Deputy		-	-	-	-
Extra Help		-	-	-	-
Overtime		0.52	0.51	0.51	-
	Subtotal	6.52	7.51	7.51	-
General Patrol					
Captain		3.00	3.00	3.00	-
* Captain		1.00	1.00	1.00	-
Lieutenant		7.00	7.00	7.00	-
* Lieutenant		2.00	2.00	2.00	-
Deputy		72.14	72.14	70.14	(2.00)
* Deputy		26.00	26.00	26.00	-
Administrative Assistant		2.00	2.00	2.00	-
Extra Help		-	-	-	-
Overtime		4.84	4.84	4.84	-
	Subtotal	117.98	117.98	115.98	(2.00)

*One detective, one captain, two lieutenants, and twenty-six deputy positions are fully funded through municipal contracts. If funding is reduced or terminated the positions will be reduced or terminated.

Return to Table of Contents

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	14 Year End	15 Budget	16 Budget	Change
Inmate Security and Services-Jail				
Jail Administrator	1.00	1.00	1.00	-
Senior Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Facility Manager	2.00	2.00	2.00	-
Correctional Supervisor	9.00	9.00	10.00	1.00
Correctional Officers	95.00	95.00	95.00	-
Fiscal Assistant	2.00	2.00	2.00	-
Administrative Specialist	6.00	6.00	6.00	-
Administrative Assistant	4.00	4.00	4.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	3.15	3.25	3.25	-
Subtotal	124.15	124.25	125.25	1.00
Inmate Security and Services-Huber Facility				
Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Supervisor	3.00	3.00	3.00	-
Senior Correctional Counselors	1.00	1.00	-	(1.00)
Correctional Officers	25.00	25.00	25.00	-
Fiscal Assistant	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.85	0.88	0.88	-
Subtotal	32.85	32.88	31.88	(1.00)
Administrative Services				
Sheriff	1.00	1.00	1.00	-
Inspector	1.00	1.00	1.00	-
Deputy Inspector	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Fiscal Specialist	2.00	2.00	2.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Administrative Specialist*	10.00	10.00	9.00	(1.00)
Administrative Assistant	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Program and Projects Analyst	-	-	1.00	1.00
Departmental Secretary*	-	-	1.00	1.00
Extra Help	1.15	1.28	1.31	0.03
Overtime	0.11	0.11	0.11	-
Subtotal	21.26	21.39	22.42	1.03

*A Department Secretary position (previously underfilled as an Administrative Specialist) was filled in 2015.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	14 Year End	15 Budget	16 Budget	Change
TOTAL SHERIFF	**369.31**	**369.55**	**368.61**	**(0.94)**
Regular Positions	354.00	354.00	353.00	(1.00)
Extra Help	4.85	4.97	5.03	0.06
Overtime	10.46	10.58	10.58	-

2016 BUDGET ACTIONS:

Create:	1.00 FTE	Programs and Projects Analyst in the Administrative Services Program by unfunding 1.00 FTE Deputy Sheriff Position in the Patrol Program
Unfund:	(1.00 FTE)	Deputy Sheriff in the Patrol Program to create 1.00 FTE Programs and Projects Analyst in the Administrative Services Program
Unfund:	(1.00 FTE)	Deputy Sheriff in the Patrol Program due to the reduction of 1.00 FTE Deputy for the Norris School Resource Officer
Unfund:	(1.00 FTE)	Senior Corrections Counselor in the Inmate Security and Services-Huber Program
Fund:	1.00 FTE	Corrections Supervisor in the Inmate Security and Services-Jail Program
Increase:	0.03 FTE	Temporary Extra Help in the Administrative Services Program
Increase:	0.03 FTE	Temporary Extra Help in the Court Security Program

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Transfer:	1.00 FTE	Detective from General Investigations to Special Investigations
Increase:	0.12 FTE	Extra Help
Increase:	0.12 FTE	Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY TREASURER	14 Year End	15 Budget	16 Budget	Change
Tax Collections/Processing				
Fiscal Specialist	0.25	0.25	0.25	-
Administrative Specialist	1.00	1.00	1.00	-
Deputy County Treasurer	0.20	0.20	0.20	-
Extra Help	0.29	0.07	0.07	-
Overtime	0.01	0.01	0.01	-
Subtotal	1.75	1.53	1.53	-
Investments				
Treasurer	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.20	0.20	0.20	-
Administrative Services				
Fiscal Specialist	0.75	0.75	0.75	-
Administrative Specialist	1.00	1.00	1.00	-
Deputy County Treasurer	0.80	0.80	0.80	-
Treasurer	0.80	0.80	0.80	-
Extra Help	-	-	-	-
Overtime	0.02	0.02	0.02	-
Subtotal	3.37	3.37	3.37	-
TOTAL COUNTY TREASURER	**5.32**	**5.10**	**5.10**	**-**
Regular Positions	5.00	5.00	5.00	-
Extra Help	0.29	0.07	0.07	-
Overtime	0.03	0.03	0.03	-

2016 BUDGET ACTIONS:

None

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Tax Collections/Processing

Decrease: (0.22 FTE) Temporary Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

UW - EXTENSION	14 Year End	15 Budget	16 Budget	Change
Strengthening County Citizens, Families & Communities				
Administrative Specialist	2.00	2.00	2.00	-
Programs & Projects Analyst	-	1.00	1.00	-
Office Services Coordinator	1.00	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.00	3.00	3.00	-
Faculty*	4.75	4.50	4.50	-
TOTAL UW - EXTENSION	**3.00**	**3.00**	**3.00**	**-**
Regular Positions	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Faculty Positions funded by State\County\Grants	4.75	4.50	4.50	-

2016 BUDGET ACTIONS:

None

2015 CURRENT YEAR ACTIONS:

None

2015 BUDGET ACTIONS:

Reclassify:	1.00 FTE	Programs and Projects Analyst from Office Services Coordinator
Decrease:	(0.25 FTE)	Faculty Staff Position (133 Contract Educator)

GLOSSARY OF SIGNIFICANT TERMS

ACCRUAL BASIS OF ACCOUNTING
A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

ACTIVITIES
The major programs and projects performed by a department.

ACTIVITY AND PROGRAM DATA STATISTICS
Data that reflects the volume (quantitative measure) of work performed in the significant activities of a department/program. As the County implements its strategic planning process, this information will be transitioned into performance measures (see performance measures).

ADOPTED BUDGET
The budget that is approved by the County Board in November for the following fiscal year beginning January 1.

AMORTIZATION
The gradual elimination of a liability.

APPROPRIATION
The legal authorization to make expenditures or incur financial obligations for goods or services during the budget year. Appropriations are authorized in department budgets by fund.

APPROPRIATION UNIT
An expenditure account grouped by purpose, including:
1. Personnel Costs
2. Operating Expenses
3. Interdepartmental Charges
4. Fixed Assets/Improvements
5. Debt Service

ASSESSED VALUATION
A valuation set on real estate and certain personal property, by the municipal assessor, as a basis for levying property taxes. (See equalized property valuation).

ASSESSMENT
An assessment is the value placed upon your property by the local assessor, which is a basis for levying property taxes (See equalized property valuation).

ASSETS
Resources with present service capacity that the government presently controls.

AUTHORIZED POSITIONS
Regular full-time or regular part-time positions as authorized by a County Board approved ordinance.

BADGERCAREPLUS
A State medical assistance benefit program that has two main benefit plans: Standard and Benchmark. The Standard Plan is for families with income at or below 200% of the Federal Poverty Level (FPL). The Benchmark Plan which provides more limited services than the Standard Plan, is for families with income above 200% of the FPL, and for self-employed parents and Caretakers. In addition, BadgerCarePlus has several limited health plans including: Family Planning Waiver program, Prenatal Care Services, Emergency Services and Well Women (Cervical and breast cancer related) Care.

BALANCE SHEET
A statement that discloses the financial condition of an entity by assets, liabilities, and fund balance (equity) of a fund or account group at a specific date to exhibit financial position.

BALANCED BUDGET
A budget in which revenues and expenditures are equal. Waukesha County's budget is balanced, as county budgeted total expenditures are funded by a combination of various external revenue sources (e.g., intergovernmental grants, licenses fees, or fines), property taxes, and funds available for appropriation in fund balances as classified in the Comprehensive Annual Financial Report and authorized for use by the County Board.

BOND OR PROMISSORY NOTES
A fixed interest financial asset issued for a period of time with the purpose of raising capital by borrowing.

GLOSSARY OF SIGNIFICANT TERMS

BOND RATING
A level of risk assigned to general obligation promissory notes assessed by a rating agency. The higher the rating, the less risky the notes are to the entity borrowing the funds. Waukesha County has a AAA bond rating, which represents the lowest risk possible to obtain. Waukesha County is one of less than thirty counties in the nation with a AAA bond rating.

BONDED DEBT
The portion of indebtedness represented by outstanding bonds, which include general obligation promissory notes that are backed by approved, irrevocable future tax levies for debt service.

BUDGET
A plan of financial operation embodying an estimate of proposed expenditures and revenues for a given calendar year. It specifies the type and level of county services to be provided, while limiting through the appropriation process the amount of money that can be spent. Budgets are adopted for the following fiscal year, but they can be modified. Most local governments have two types of budgets, an "operating" budget and a "capital" budget.

BUDGET BOOK
The official written document prepared by the budget office and supporting staff, which presents the Executive's proposed budget to the County Board for review and the final adopted document, subsequent to County Board approval and Executive veto (if necessary).

BUDGET MESSAGE
The opening section of the budget prepared by the County Executive, that provides the County Board of Supervisors and the public with a general summary of important aspects of budget policy, including changes from the current and previous fiscal years.

BUDGETARY CONTROL
The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorization. Waukesha County controls at the appropriation unit level (see appropriation unit).

BUDGETED POSITIONS
Authorized positions that are funded in the current or ensuing budget year.

CAPITAL BUDGET
A budget of approved capital projects contained in the first year of the five-year capital projects plan.

CAPITAL EXPENDITURES
The cost of acquisition of operating equipment items, which includes expenditures for fixed assets and capital projects.

CAPITAL OUTLAY
The cost of acquisition of operating equipment items such as vehicles and office equipment greater than $5,000. These items generally have a useful life greater than one year, but less than ten years, and are included in an organization's operating budget.

CAPITAL PROJECT
An active or proposed nonrecurring expenditure that is in excess of one hundred thousand dollars ($100,000) for costs associated with a permanent fixed asset (e.g. building, land, highway and technology improvements, or equipment), and has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven (7) years.

CAPITAL PROJECTS PLAN
A five-year plan for capital expenditures. The first year in the plan is the adopted Capital Budget.

CHILDREN'S LONG TERM SUPPORT (CLTS)
(Home and Community Based Waiver Funding) provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's and Pervasive Developmental Disorders.

COMMISSIONS AND BOARDS
Members consist of both County Board of Supervisors and citizens. Most commission and board members are appointed by the County Executive and approved by the County Board. Responsibilities include making policy recommendations to the Executive on decisions that affect county government services and operations.

COMMUNITY AIDS – BASIC COUNTY ALLOCATION (BCA)
The major state funding source for County Human Service Department programs. These funds can be broadly used to pay for social services and services for mentally disabled persons.

Return to Table of Contents

GLOSSARY OF SIGNIFICANT TERMS

COMMUNITY OPTIONS PROGRAM WAIVER (COP-Waiver; COP-W)
Provides Medical Assistance funding for home and community-based care for elderly and physically disabled citizens who have long-term care needs, and who would otherwise be eligible for Medical Assistance reimbursement in a nursing home. County participation was mandated effective January 1, 1990.

COMMUNITY RECOVERY SERVICES (CRS)
(1915(i) Home and Community Based Services) will provide three specific services: Community Living Supportive Services, Supported Employment, and Peer Supports under the umbrella of psychosocial rehabilitation to individuals with serious and persistent mental illness.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)
The official annual financial report for the County. This report is prepared in conformity with Generally Accepted Accounting Principles, and is subject to review by a public accounting firm. The report provides information used by bond rating agencies, prospective investors, regulatory and funding agencies, and other interested parties.

COMPREHENSIVE COMMUNITY SERVICES (CCS)
Under State Administrative Code Ch. DHS 36, Comprehensive Community Services are designed to provide persons with mental disorders and substance-use disorders a flexible array of individualized community based psycho-social rehabilitation services authorized by a mental health professional to consumers with mental health or substance use issues across their lifespan.

CONTINGENCY FUNDS
Assets or other resources set aside to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

COUNTY BOARD CHAIRMAN
A County Board member elected by the County Board. This full-time position refers all matters directed to the County Board to the appropriate standing committees of the Board, and is responsible for determining the meeting agendas and for conducting the proceedings of the Board at its meeting. The County Board Chairman serves as Chairman of the Executive Committee and at any joint meeting of County Board Committees.

COUNTY BOARD OF SUPERVISORS
The acting County legislative body. Comprised of twenty-five (25) supervisors elected from separate districts. Supervisors are elected for two-year terms in April of even numbered years.

COUNTY EXECUTIVE
A non-partisan position who is elected at large for a four-year term. The Executive is responsible for coordinating and directing all administrative and management functions for the County, which are not vested in other elected officials. The Executive has the power to appoint the heads of all County departments, except those headed by elected officials or State statutory boards and commissions. The Executive appoints the members of most boards and commissions. Appointments are subject to County Board confirmation. A major responsibility of the County Executive is budget preparation and its submission to the County Board. The County Executive may veto a resolution or ordinance passed by the County Board, and the Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary to override a County Executive veto.

COUNTY-WIDE KEY STRATEGIC OUTCOMES
Seven strategic planning outcomes that are identified as significant priorities of the County. Departments assign each programmatic area to one outcome.

DEBT
An obligation resulting from borrowing money.

DEBT LIMIT
The maximum amount of gross or net debt legally permitted.

DEBT RATE LIMIT
The maximum debt rate that the County may levy a tax, which is imposed by the state legislature based on the 1993 debt rate limit.

DEBT SERVICE
Cost of principal, interest, and service costs pertaining to long-term notes or bonds, which are issued to finance capital projects.

DEFEASANCE
The pay-down of debt by setting aside asset/funding in a fund to fulfill future principal and interest payments.

DEFICIT
The excess of expenditures/uses over revenues/resources.

GLOSSARY OF SIGNIFICANT TERMS

DEPARTMENT
A major county office (agency) that administers programs and operations.

DEPRECIATION
A business operating expense, which reflects the annual benefit derived from capitalized fixed asset purchases. These costs are calculated for proprietary funds (i.e., internal service and enterprise funds only) in accordance with Generally Accepted Accounting Principals.

DESIGNATED FOR SUBSEQUENT YEAR
A portion of this year's unreserved fund balance to provide for the excess of expenditures, other financing uses over revenues, and other financing sources budgeted in the next year.

DISPATCHING COUNSELS
Computers/communication equipment used by the WCC for emergency dispatch.

EFFECTIVENESS INDICATOR
A type of performance measure including effectiveness, quality, cycle time and citizen satisfaction that measures results and accomplishments of the service provided.

EFFICIENCY INDICATOR
A performance measure that measures how much output or outcome can be produced or provided by a given resource level, or how much input it takes to produce a given outcome level. Indicators quantify the relationship between inputs and outputs and can be expressed as productivity ratios or as unit-cost ratios.

EMPLOYEE BENEFITS
Compensation in addition to regular salary or wages provided to an employee. This includes health insurance, life insurance, dental insurance, Social Security, Wisconsin Retirement, and salary continuance (disability insurance).

ENCUMBRANCE
Obligations in the form of purchase orders, contracts, or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is established.

END USER TECHNOLOGY FUND (EUTF)
The End User Technology Fund is an internal service fund established to finance common technology infrastructure for county users. The fund is managed on a total cost of ownership basis and includes the following costs: the replacement and maintenance of personal computers, printers, and copiers; software licensing and support; help desk and training; maintenance of county network hardware and software; backup and recovery functions; and other costs related to making technology available to users.

EQUALIZED PROPERTY VALUATION
Equalized value is the statutory full market value of all taxable property within each jurisdiction (except agricultural land, which is valued based on income). The State Department of Revenue analyzes market sales statewide to estimate the full market (or equalized) value of each jurisdiction. Equalized values provide a means of comparing different jurisdictions, even if they are assessed at different percentages of market value. Equalized values are used to apportion the levies of overlying districts (e.g., schools and counties) to the municipalities within them. Also, they are used in distribution formulas for certain types of state aid to local governments. The state values are needed because municipalities assess property at varying percentages of market value.

EQUITY
The excess of assets over liabilities generally referred to as fund balance.

EXPENDITURE
The outflow of funds paid, or to be paid, for an asset or service obtained, regardless of when the expense is actually paid. NOTE: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

FINANCIAL STATEMENTS
Presentation of financial data that shows the financial position, cash flows generated, and the results of financial operations of a fund, for a group of accounts, or an entire entity for a particular accounting period.

FISCAL YEAR
A twelve-month period to which the annual operating budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. Waukesha County uses a January 1 to December 31 calendar year as its fiscal year.

GLOSSARY OF SIGNIFICANT TERMS

FIXED ASSETS/IMPROVEMENTS
Costs of all equipment items (over $5,000) used by agencies. This category includes capital outlay, small office equipment items, large automotive equipment, and major maintenance projects. Capital projects as defined by County Code and indicated above are excluded.

FULL TIME EQUIVALENT (FTE)
Used to compare the hours budgeted for regular full-time, regular part-time, temporary part-time, and overtime based on 2,080 hours annually of a full-time position.

FUNCTIONAL AREA
Departments are grouped in the annual budget according to the related functions that they perform. The budget has eight functional areas including: Justice & Public Safety, Health & Human Services, Parks, Environment, Education and Land Use, Public Works, General Administration, Capital Projects, Debt Service, and Non-Departmental.

FUND BALANCE
Fund Balance is the difference between assets and liabilities in a government fund's balance sheet.

Beginning in 2011, GASB 54 established five classifications of fund balance with a hierarchy that is based on the extent to which spending constraints restrict how a government can use the funds. The five classifications are:

- **Nonspendable fund balance** – amounts that are not in a spendable form, such as inventory or prepaid expenses. It also includes amounts that are required to be maintained intact, such as the principal of an endowment fund.
- **Restricted fund balance** – amounts that can be spent only for specific purposes stipulated by external providers, such as grant providers or bondholders, as well as amounts that are restricted constitutionally or through legislation.
- **Committed fund balance** – amounts that can be used only for specific purposes that are determined by a formal action of the County Board. These commitments may be changed or lifted, but only by the same formal action that was used to impose the constraint originally.
- **Assigned fund balance** – amounts that are intended for specific purposes, as expressed by the governing body or authorized official. This applies to the remaining resources in any governmental fund other than the general fund that are intended to be used for a defined purpose.
- **Unassigned fund balance** – all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

Return to Table of Contents

GLOSSARY OF SIGNIFICANT TERMS

FUNDS
A fiscal entity that is segregated for the purpose of accounting and budget reporting. The following is a brief definition of the major types of funds used by Waukesha County.

1. Capital Projects: to account for financial resources to be used for the acquisition or construction of major facilities or equipment.

2. Debt Service: to account for the accumulation of resources for, and the payment of, general long-term debt and interest (other than enterprise and internal service fund debt).

3. General: to account for all financial resources used to fund general government operations not accounted for by other funds.

4. Proprietary: an account that uses the accrual basis of accounting.
    a. Enterprise: to account for operations that are financed and operated similar to private businesses with the intention that the costs of providing goods or services to the general public is to be financed or recovered primarily through user charges (e.g. golf courses).
    b. Internal Service: to account for the cost of providing goods or services by one department to another department on a cost-reimbursement basis (e.g. Central Fleet).

5. Special Revenue: are created to account and report revenue sources that are restricted or committed to specified purposes (e.g. Federated Library Funds).

FUND PURPOSE
A statement that describes the reasons why the fund exists. It is mainly used to describe the purpose of certain special revenues and proprietary (Internal Services and Enterprises) funds.

GENERAL OBLIGATION BONDS
Bonds in which the government pledges its full faith and credit to the repayment of bonds that it issues. The County is authorized by law (section 67.05 (10)) to levy on all taxable property, such ad valorem taxes, without limitation as to rate or amount that may be necessary to pay the notes.

INCOME MAINTENANCE (IM)
Used to describe services and associated funding related to the providing of economic support services, such as food stamps, low income child care, and medical benefits.

INTERDEPARTMENTAL CHARGES
Costs of all supplies, materials, or services purchased by one county department from another county department (mainly Internal Service funds).

KEY OUTCOME INDICATOR (KOI)
Used to identify and justify how the performance measure is an indicator of success. KOIs link the performance measure to the outcomes and objectives and explain why the measure is important in determining success.

LAND INFORMATION SYSTEM (LIS)
An integrated computerized system that links land parcel locations to digital mapping and databases concerning property information (e.g., address, zoning, or civil boundaries).

LIABILITIES
Amounts that are owed for assets received, services rendered, or any other obligation.

MAJOR FUNDS DEFINITIONS
A fund is considered major if it is the primary operating fund of the County or meets the following criteria: (1) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type. (2) The same element of the individual governmental fund or enterprise fund that met the 10 percent test, is at least five percent of the corresponding total for all governmental and enterprise funds combined. In addition, any other governmental or proprietary fund that the County believes is particularly important to financial statement users may be reported as a major fund. The County has four major funds: General, Health and Dental Insurance, Debt Service, and Department of Public Works – Airport Fund.

MEDICAL ASSISTANCE (MA)
A Medicaid (Title XIX) program that pays for necessary health care services for persons whose financial resources are not adequate to provide for their health care needs.

MISSION
A statement defining the major reasons for the existence, including the purpose of the County.

Return to Table of Contents

GLOSSARY OF SIGNIFICANT TERMS

MODIFIED ACCRUAL BASIS OF ACCOUNTING
Basis of accounting in which (1) revenues are recognized in the accounting period when they become available and measurable, and (2) expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

MODIFIED BUDGET
An ordinance and fund transfer as a result of unanticipated revenues and/or expenditures that change the adopted budget; it then becomes a modified budget.

NET ASSETS
The residual of all other elements presented in a statement of financial position.

OBJECTIVES
Goal statement that focuses on achieving the county-wide key strategic outcome. The level of services or specific achievement an agency expects to, or plans to accomplish in the budget year. Objectives should reflect desired outcomes or results as identified in the strategic plan.

OBLIGATIONS
Amounts that a governmental unit may be required to legally meet out of its resources, including both liabilities and unliquidated encumbrances.

OPERATING BUDGET
A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means in which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets for governments is usually required by law. Even when not required by law, annual operating budgets are essential for sound financial management.

OPERATING EXPENSES
Cost of all utilities, supplies, materials, travel, and tuition expenses necessary for the operation of a department. Also includes costs of all services purchased from outside vendors.

OPERATING TRANSFERS
All interfund (between fund) and intrafund (within funds) appropriation transfers other than residual equity transfers, (Fund Balance) to the appropriation unit of the fund through which the resources are to be expended.

OTHER FINANCING SOURCES
Funds received from general long-term debt proceeds, operating transfers in, and material proceeds of fixed asset dispositions. Such amounts are classified separately from operating revenues.

OTHER FINANCING USES
Funds used for operating transfers out. Such amounts are classified separately from expenditures.

OVERLAPPING DEBT
The proportionate share of the debts of local governments located in whole or in part within the limits of the reporting government, which must be borne by property within each government.

PER CAPITA INCOME
The total county income divided by the total county population.

PER DIEM
Compensation that is paid on a per day basis.

PERFORMANCE MEASURE
A measure used to determine success by indicating how well a program or service is accomplishing its mission and goals, by linking program area results to the County-Wide Key Strategic Outcomes and Objectives.

PERSONNEL COSTS
Costs of all salary and non-salary compensation incurred in accordance with County policy. Includes wages, longevity, and overtime compensation paid to County employees. This also includes compensation for sick leave, holiday, vacation, and education leaves. Major employee benefits include: County pension and Social Security contributions, health, life, dental, and disability insurance.

POSITION SUMMARY
The list of budgeted full-time positions within each program. Positions are expressed in terms of full-time work year equivalents (FTE); which is approximately 2,080 hours per year.

Return to Table of Contents

GLOSSARY OF SIGNIFICANT TERMS

PROGRAM
The primary identifiable financial unit of a department, which groups department functions and activities that have a common purpose.

PROGRAM BUDGET
A budget that focuses upon the mission, function, and objectives of a department rather than upon its detailed (line item) object classes of expenditures.

PROMISSORY NOTE
A written promise to pay (debt) a specific sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at a specified percentage of the principal (interest rate).

PROPERTY TAX
Taxes levied on both real and personal property according to the property's equalized valuation and tax rate.

RETAINED EARNINGS
An equity account reflecting the accumulated earnings of a proprietary (enterprise) fund.

REVENUES
Financial resources received from tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income. There are several budget categories of revenue that the County receives, including:

1. General Government Revenues: contracts or grant funds mainly from state and/or federal sources for the support of programs.

2. Fines and Licenses: funds received as a result of penalties paid by persons having been found in violation of state laws and/or county ordinances. Fees received from the sale of county issued licenses and permits to citizens and business entities to enable them to carry out regulated activities.

3. Charge for Services: funds received as payment for services performed by county agencies.

4. Interdepartmental Revenues: funds received for payments made or services performed by county agencies for other county agencies.

5. Other Revenues: funds received for rents, commissions, and other commercial-type income. Also includes transfers from other funds and proceeds from borrowing.

STANDING COMMITTEES
There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Human Resources committees deal with administrative policy matters; whereas, the remaining four standing committees (Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks, and Environment: and Public Works) are concerned with policy matters affecting public services. Committees make recommendations to the Board on all budget and legislative matters that have been referred to them.

STATE AID
Funds made available by the legislature for distribution to each local unit of government based on a prescribed formula of distribution to offset some expenses.

STATEMENT OF PURPOSE
A statement defining the major reasons for the existence of the department, including its purpose in the County government.

STATUTE
A written law enacted by a duly organized and constituted legislative body.

STRATEGIC PLANNING
The process of determining long-term goals and then identifying the best approach for achieving those goals.

SUNSET CLAUSE POSITIONS
Authorized positions created by County Board approved ordinances, which include a clause to reduce or eliminate a position or budget appropriation for that position if the designated funding source is subsequently reduced or terminated.

TAX INCREMENTAL FINANCING DISTRICT (TID)
Areas of redevelopment within a municipality, designated to finance public projects that stimulates development or redevelopment that would not otherwise occur. The area involved is designated a TIF district. To finance the cost of improvements, property taxes levied on any increased property value within the TID are diverted from the overlying taxing jurisdictions (municipal, school district, vocational district, and county) and, are placed in a special account to be used to pay the project costs.

Return to Table of Contents

GLOSSARY OF SIGNIFICANT TERMS

TAX LEVY
The total amount of revenues to be raised by property taxes to support County activities. Property taxes are levied in the current year for subsequent year appropriations.

TAX LEVY BUDGET BASE
The amount of tax levy included in the current year adopted budget.

TAX LEVY RATE (MILL RATE)
The amount of taxes levied for each $1,000 (mill) of equalized property valuation at the current tax rate.

TAX RATE LIMIT
The maximum rate in which the County may levy a tax. It is imposed by the state legislature based on the 1993 tax rate limit.

TRUE NON-RESIDENT (TNR)
Resident in a non-library community.

UNFUNDED POSITIONS
An authorized position with no funding appropriation provided for the current or ensuing budget year.

VETO
A power of the County Executive to delete or stop approval on a resolution or ordinance passed by the County Board. The County Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary in order to override a County Executive veto action.

WORKING CAPITAL
Liquidity measure of fiscal health, measured by current assets minus current liabilities. Positive working capital means that an entity should be able to pay off its short-term liabilities.

YOUTH AIDS
A funding source distributed by the State of Wisconsin Department of Corrections to pay for state correctional services for youths found by the courts to be delinquent, and to fund correctional alternative programs and services at the county level.

GLOSSARY OF ACRONYMS

ABE Adult Basic Education
ADA Americans with Disabilities Act
ADRC Aging and Disability Resource Center
ADT Average Daily Traffic
AFCSP Alzheimer's Family Caregiver Support Program
AIDS Acquired Immune Deficient Syndrome
AODA Alcohol and Other Drug Abuse
APS Adult Protective Services
ATC Alcohol Treatment Court
B-3 Birth to three program
BC Benefit/cost
BCA Basic County Allocation
BJA Bureau of Justice Assistance
CAD Computer Aided Dispatch
CAFR Comprehensive Annual Financial Report
CAR Child at Risk
CAFÉ Computer Access for Everyone
CBD Central Business District
CCAP Circuit Court Automation Program
CCS Comprehensive Community Services
CDBG Community Development Block Grant
CDC Centers for Disease Control
CEMP Comprehensive Emergency Management Plan
CHDS Community Health and Disease Surveillance Program
CHIP County Highway Improvement Program
CHIPS Children in Need of Protection or Services
CHIPP Community Health Improvement Plan
CJCC Criminal Justice Collaborating Council
CLTS Children's Long Term Support Waiver Services
CPI Consumer Price Index
CPI-U Consumer Price Index -Urban
CPS Child Protective Services
CRS Community Recovery Services
CSMs Certified Survey Maps
CSN Children with Special Needs Unit
CSP Community Support Program
CTH County Trunk Highway
CWS Child Welfare Services
CY Calendar Year
DARE Drug Abuse Resistance Education
DATCP State Department of Trade and Consumer Protection
DD Developmental Disabilities
DFS State Departments of Children and Family Services
DHS Department of Health and Human Services
DNR State Department of Natural Resources
DOA Department of Administration
DOC State Department of Corrections
DOT Department of Transportation
DRC Day Report Center
DPI Department of Public Instruction
ECM Enterprise Content Management
EECBG Energy Efficiency and Conservation Block Grant
EFNEP Expanded Food and Nutrition Education Program
EMMA Electronic Municipal Market Access
EMR Emergency Medical Records
EMS Emergency Medical Services
EPA Federal Environmental Protection Agency
EPCRA Emergency Planning and Community Right-to-Know Act
EPL Emerald Park Landfill
ES Economic Support
ESBA Eating Smart Being Active
ESRI Environmental Systems Research Institute
EUTF End User Technology Fund
FAR's Federal Aviation Regulations
FCS Family Court Services
FDA U.S. Food and Drug Administration
FEMA Federal Emergency Management Agency
FICA Federal Insurance Contributions Act
FSET Food Share Employment and Training
FSP Family Support Program
FTE Full Time Equivalent
FY Fiscal Year
GAAP Generally Accepted Accounting Principles
GAB Government Accountability Board
GAL Guardian ad Litem
GASB Government Accounting Standards Board
GED General Education Development
GFOA Government Finance Officers Association
GPR Grantee Performance Report
GTA General Transportation Aids
HDM Home Delivered Meals
HHS Health and Human Services
HHW Household Hazardous Waste
HIPAA Health Insurance Portability and Accountability Act
HITECH Health Information Technology for Economic and Clinical Health Act
HIV Human Immunodeficiency Virus
HOME Home Investment Partnerships Grant
HSA Health Savings Account
HSEP High School Equivalency Diploma
HVAC Heating, Ventilation, and Air Conditioning
HUD Housing and Urban Development
ICD International Classification of Diseases
ICFMR Intensive Care Facilities for Mentally Retarded
IDP Intoxicated Driver Program
IM Income Maintenance
IPAWS Integrated Public Alert and Warning System
IT Information Technology
JABG Juvenile Accountability Block Grant
LEPC Local Emergency Planning Committee
LIHEAP Low Income Home Energy Assistance Program
LIS Land Information System
LSS Lutheran Social Services
MA Medical Assistance
MCH Maternal and Child Health
MCO Manage Care Organization
MHC Mental Health Center
ML Moraine Lakes Consortium
MRF Materials Recycling Fund
MSL Medical Support Liability
NAMI National Alliance on Mental Illness
NFPA National Fire Protection Association
NIMS National Incident Management System
NOS Not Otherwise Specified
NSIP Nutrition Services Incentive Program
NSP Neighborhood Stabilization Program
OAR Operating After Revocation
OWI Operating While Intoxicated
PCI Pavement Condition Index
PH Public Health
PIR Project Improvement Resources
PNCC Prenatal Care Coordination Program
POS Point of Service
POWTS Private On-site Waste Treatment Systems
PSAP Public Safety Answering Point
PSSF Promoting Safe and Stable Family
REI Recycling Efficiency Initiative
RFP Request for Proposal
RMA Routine Maintenance Agreement
ROI Return on Investment
SBA Small Business Administration
SDWA Safe Drinking Water Act
SED Seriously Emotionally Disturbed
SEFSA Schedule of Expenditure of Federal and State Awards
SEWRPC Southeastern Wisconsin Regional Planning Commission
SMSA Standard Metropolitan Statistical Area
SPD State Public Defender
SRO School Resource officer
SSI Supplemental Security Income
STD Sexually Transmitted Disease
STEM Science, Technology, Engineering, and Mathematics
SVRIS Statewide Vital Records Information System
SVRS Statewide Voter Registration System
TAD Treatment Alternatives and Diversion Grant
TDD Telecommunication Device for the Deaf
TE Transportation Enhancement
TID Tax Incremental Financing District
TNR True Non-Resident
TPA third-party administrator
TPR Termination of Parental Rights
TSSU Treatment and Support Services Unit
UPS Uninterruptible Power Supply
USDA United States Department of Agriculture
UW-EXT University of Wisconsin Extension Office
UWW University of Wisconsin-Waukesha
VA Veterans Administration
VOIP Voice Over Internet Protocol
VOCA Victims of Crime Act
WCC Waukesha Communications Center
WCEDC Waukesha County Economic Development Corporation
WCFLS Waukesha County Federated Library System
WCHS Waukesha County Historical Society
WCNC Waukesha County Nutrition Coalition
WCS Wisconsin Correctional Service
WCTC Waukesha County Technical College
WIC Women, Infant and Child
WICAMS Wisconsin Credentialing and Asset Management System
WIDOT Wisconsin Department of Transportation
WiSACWIS Wisconsin Statewide Automated Child Welfare Information System
WIMCR Wisconsin Medicaid Cost Report
WITS Wisconsin Incident Tracking System
WMMIC Wisconsin Municipal Mutual Insurance Company
WNEP Wisconsin Education Nutrition Program
WPS Wisconsin Physicians Services
WRS Wisconsin Retirement System
WWBIC Wisconsin Women's Business Initiative Center

Return to Table of Contents

SUBJECT INDEX

A

Acronym List, 604
Administration, 403
- Accounting Services, 413
- Administrative and Business Services, 410
- Budget Management, 415
- Collections, 431
- Human Resources, 416
- Purchasing, 417
- Risk Management, 427

Airport Operations, 364

B

Budget Highlights
- Expenditure, 33
- Revenue, 41
- Tax Levy, 30

Budget Management Division, 415
Budget Message, 3
Budget Summary
- By Agency, 28
- By Appropriation Unit Summary, 47
- By Fund Type, 46
- Operating/Capital Comparison, 63

C

Capital and Operating Budget Process, 62
Capital Projects, 467
- Project Highlights & Oper. Impact, 473
- Project Detail, 476
- Five-Year Plan, 510

Central Fleet Maintenance, 354
Child Support, 149
Circuit Court Services, 105
Community Development Fund, 296
Contingency Fund, 457
Corporation Counsel, 147, 435
County Board, 381
County Clerk, 389
- Elections, 393

County Executive, 375
- Advisory Boards, 380

Criminal Justice Collaborating Council, 195

D

Debt Service, 459
Demographics/Land Area, 17, 18, 19, 518
Dispatch Center, (see Emergency Preparedness) 86
District Attorney, 95
- Prosecution, 99
- Victim/Witness, 100

E

Emergency Preparedness, 79
- Communication Center (Dispatch), 86
- Disaster Management, 88
- Hazardous Material Management, 89
- Radio Services, 90

E (Continued)

End User Technology Fund, 419
- Information Technology Solutions, 418

Equalized Property Value, 520-522
Exposition Center, 272

F

Federated Library, 247
- County, 251
- State Aids, Federal & Misc, 254
- CAFÉ Shared Automation Fund, 258

Financial Management Policies, 57
Financial Services (Accounting/Budget), 413, 415
Financial Structure, 65
Functional Area Summary Information
- Capital Projects, 467
- General Administration, 369
- Health and Human Services, 139
- Justice and Public Safety, 71
- Non-Departmental, 441
- Parks, Envrn., Educ. & Land Use, 221
- Public Works, 315

Fund Descriptions, 68

G

Glossary of Significant Terms, 595
Golf Courses, 298

H

Health and Dental Insurance, 450
Health and Human Services Dept., 153
- Administration/Information Systems, 159
- Intake Support Services, 165
- Children and Family Services, 171
- Adolescent and Family Services, 178
- Clinical Services, 186
- Criminal Justice Collaboration Council, 195
- Public Health, 200
- Veteran Services General Fund, 206
- Aging & Disability Resource Center (ADRC), 209

Health and Human Services-ADRC Contract Fund, 217
Highway Operations, 341
Human Resources, 416

I

Ice Skating Facilities, 305
Information Technology Solutions, 418
- also see End User Operations & Tech, 419

Insurance - see Risk Mgmt., 428
Investments - see Treasurer, 401

L

Land Information Systems, 294
Liability Insurance, 428
List of Graphs, 12
List of Tables, 13

M

Materials Recycling, 309
Medical Examiner, 117

SUBJECT INDEX

N

Non-Departmental, 441

O

Organizational Chart, 20, 21

P

Parks and Land Use, 259
- 3-Year Maintenance Plan, 269
- County Facilities Recycling, 285
- Environmental Health, 275
- Exposition Center, 272
- General County Grounds Maintenance, 270
- Golf Courses, 298
- Hazardous Material, 282
- Hazardous Waste Recycling, 285
- Humane Animal, 280
- Ice Arenas, 305
- Land Information Systems, 294
- Land & Water Conservation, 283
- Licensing, 277
- Materials Recycling, 309
- Parks, 266
- Planning & Zoning, Enforcement, 273
- Retzer Nature Center, 271
- Septic/Well/Lab, 279
- Tarmann Land Acquisition Fund, 296

Planning Processes, 54
Population, County, 519
Position Summary, 45
- Position Detail, 535

Probate Court, 116
Public Works, 315
- Airport Operations Fund, 364
- Building Improvement Plan, 333
- Central Fleet Maintenance, 354
- Construction Services, 332
- Facilities Maintenance, 337
- General Fund, 331
- Energy Consumption, 335
- Engineering Services, 348
- Highway Operations, 341
- Housekeeping Services, 338
- Permit Processing, 352
- Transit Services, 346

P (Continued)
- Traffic Control, 351
- Transportation Fund, 340
- Vehicle Equipment Replacement Fund, 360

Purchasing, 417

Q

Quick Reference Guide, 16

R

Radio Services (see Emergency Preparedness), 90
Readers Guide, 14
Records Management/Microfilm Imaging, 422
Register of Deeds, 229
Risk Management, 427

S

Sheriff, 123
- Huber (Work Release), 135
- Investigations, 131
- Jail, 140
- Patrol, 133

T

Tax Levy Impact on Homeowners, 25
Transit Services (see Public Works), 346
Treasurer, 395
Trends Data, 515

U

UW Extension, 237

V

Vehicle Replacement Fund, 360
Veterans' Services, 206

W

Workers Compensation - See Risk Mgmt., 429

Waukesha
COUNTY
DEPARTMENT OF ADMINISTRATION

Norman A. Cummings, Director
Waukesha County Department of Administration

Department of Administration – Budget Division:
Linda G. Witkowski, Budget Manager
William P. Duckwitz, Budget Management Specialist
Clara L. Daniels, Senior Financial Budget Analyst
Aaron M. Daul, Senior Financial Budget Analyst
Steven E. Trimborn, Senior Financial Budget Analyst
Alex J. Klosterman, Budget Intern

WAUKESHA COUNTY
Department Heads

	Administration	Norman A. Cummings
*	Deputy Chief Judge	Jennifer R. Dorow
*	Clerk of Courts	Kathleen A. Madden
	Corporation Counsel	Thomas P. Farley
*	County Board Chairperson	Paul L. Decker
*	County Clerk	Kathleen O. Novack
*	County Executive	Paul Farrow
*	District Attorney	Susan L. Opper
	Emergency Preparedness	Gary Bell
	Federated Library	Connie Meyer
	Health & Human Services	Antwayne Robertson
	Medical Examiner	Lynda M. Biedrzycki
	Parks & Land Use	Dale R. Shaver
	Public Works	Allison M. Bussler
*	Register of Deeds	James R. Behrend
*	Sheriff	Eric J. Severson
*	Treasurer	Pamela F. Reeves
	University of Wisconsin-Extension	Jerry Braatz

* Elected Position

Return to Table of Contents